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Annual performance report of the World Food Programme for 2016

Note by the Secretary-General

The Secretary-General has the honour to transmit to the Economic and Social Council the annual performance report of the World Food Programme for 2016, as approved by the Board of the Programme in its decision 2017/EB.A/2, which is also attached.

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FOREWORD BY THE EXECUTIVE DIRECTOR

In 2016, the consequences of complex, conflict-driven emergencies grew ever more severe and more challenging. At the same time, natural disasters and climate shocks continued to hit hardest among the most vulnerable communities.

The immediate future is precarious for many of the world's hungry poor. Four countries are on the brink of famine: northeast Nigeria, Somalia, Yemen and South Sudan, where famine is already a reality in Unity State. Famine looms in these places because peace, accountable governance and the space to develop and maintain infrastructure improvements are as elusive as ever.

This Annual Performance Report describes WFP's actions and achievements in serving people's food assistance needs in 2016. It also covers WFP's provision of vital common logistics platforms and services for the humanitarian and development community.

Working in partnership with national governments, the private sector, more than 1,000 non-governmental organizations and other United Nations agencies, WFP directly assisted 82.2 million of the world's most vulnerable people in 82 countries – the highest number of beneficiaries since 2013. The increase is due to heightened demand for emergency assistance, partly the result of El Niño weather events in eastern and southern Africa and the scaling up of operations in Nigeria. WFP activities generated benefits for populations beyond those we directly assisted – examples of these are included in this report.

These results were achieved with the highest level of voluntary contributions in WFP's history – USD 5.8 billion. Almost 80 percent of expenditure was directed towards emergency operations.

WFP is now one of the largest cash distributors in the humanitarian system. The value of cash-based transfers (CBTs) increased to USD 880 million in 2016, up from USD 670 million in 2015. In 2017, WFP expects this figure to rise to USD 1.2 billion. The number of people receiving CBTs also grew significantly, from 9.6 million in 2015 to 14 million last year – a reflection of WFP's increasingly flexible response capacity. In many countries, CBTs are succeeding in strengthening social protection systems and facilitating financial inclusion and the development of local financial ecosystems. Where appropriate, they will remain a WFP priority.

The Sustainable Development Goals (SDGs) set out a clear vision of what is required to achieve a world free from hunger by 2030. They lie at the core of the new WFP Strategic Plan (2017–2021), approved as part of the Integrated Road Map (IRM) by the Executive Board in November 2016 to ensure close alignment with the 2030 Agenda.

The IRM establishes WFP as a leader within the United Nations system in terms of fulfilling the requirements of the new Quadrennial Comprehensive Policy Review by explicitly orienting our corporate strategy in response to the SDGs.

However, 2017 is a crucial year for implementation of the IRM. WFP faces the urgent task of transitioning all countries to the new approach over the next two and a half years. The timeframe is ambitious for the Secretariat, Member States and WFP's governance organs.

At the same time, WFP will continue to make progress on other corporate objectives. In 2012, I pledged to make the drive for greater gender equality a personal priority. I am proud of the progress achieved – but there is more to do. Gender inequality is both a major cause and an effect of poverty and hunger. To tackle these inequalities systematically, WFP launched its Gender Transformation Programme in 2016, building on our existing Gender Policy. An accompanying Gender Toolkit provides staff and WFP partners with detailed information and fast guides on integrating gender into programmes and operations.

WFP embraces its responsibility to lead by example on gender. In the past five years, the proportion of women country directors has grown from 33 percent to 41 percent. In 2016, 54 percent of new international recruits were women, up from 42 percent in 2012. Overall, at the senior staff level – grade P-5 and above – the proportion of women has risen from 36 percent to 40 percent since 2012.

In 2016, the Fit for Purpose initiative ended, but it continues – not just as a slogan, but as a mind-set now deeply embedded throughout WFP. For example, the Cost Excellence initiative, launched as part of Fit for Purpose, continues to deliver improvements in five functional areas. Allied to this laser focus on efficiency and effectiveness, we must ensure that robust controls are in place to safeguard the use of

WFP resources and protect against fraud or mismanagement. We have taken action to ensure rapid follow-up on the results of proactive integrity reviews carried out by the Inspector General during 2016, and this work will continue.

The Executive Board has received a detailed report on implementation of the Fit for Purpose initiative, which identified the successes and challenges of this complex organizational strengthening work. There is clear evidence that WFP is demonstrably stronger in important ways:

- There is now a stronger evidence base for WFP's policies and programmes, and programme implementation has been reinforced by extensive training in core programme skills.
- There is a more robust and professional approach to every aspect of WFP's people management, including an increased focus on training and support for national staff, who form the backbone of WFP's operational effectiveness.
- WFP's leadership in cash-based programming and transfer mechanisms is now rooted in new systems and supported by clear guidance and extensive staff training.
- WFP has enhanced its stewardship capabilities by upgrading its internal control standards and processes and implementing sound risk management practices.

As my term as Executive Director draws to a close, I remain inspired by the more than 15,000 dedicated men and women of WFP, who every day perform the hard, exhausting, challenging work of saving lives and changing lives. We are on a shared journey with the people we serve. I have every confidence that together we will reach our destination – a world free from hunger and poverty for all.

ANNUAL PERFORMANCE REPORT OF THE WORLD FOOD PROGRAMME FOR 2016

EXECUTIVE SUMMARY

As the frontline United Nations agency in the fight against hunger, WFP is committed to working with governments and partners to ensure that hungry people around the world have access to nutritious foods, particularly during times of crisis.

While these commitments are understood, the efforts required to meet them are complex. This Annual Performance Report (APR) brings into focus the needs WFP was called upon to meet in 2016 and the steps it took in responding. The humanitarian landscape continues to be marked by emergencies and the crises they have created. In 2016, WFP faced a historic high number of Level 3 and Level 2 emergencies requiring a significant response throughout the organization. It was also in 2016 that WFP took bold steps in becoming the first entity in the United Nations system to transform the way it operates to meet the Sustainable Development Goals (SDGs) and achieve a world without hunger by 2030.

WFP has been able to pursue the four Strategic Objectives set out in the WFP Strategic Plan (2014-2017),[1] thanks to the generous contributions of its resource partners. The aggregate contribution revenues in the three years of the Strategic Plan were the highest in WFP's history – including record contributions of USD 5.8 billion in 2016.

WFP demonstrated strong performance in both programme and management results. This report elaborates these results in detail. While there are major changes to be expected in the 2017 APR, the structure of this 2016 report remains the same as in previous years.

PART I – INTRODUCTION

The introductory section looks at the global context of the world in which WFP operated in 2016. The latest available estimates suggest that one in three people suffers from some form of malnutrition, one in nine is undernourished and one in every 113 is a refugee, asylum seeker or internally displaced person.

Four long-term, protracted conflicts in Iraq, South Sudan, the Syrian Arab Republic and Yemen carried over from 2015 into 2016, requiring a significant response throughout WFP. These Level 3 emergencies were in addition to five long-term Level 2 emergencies in the Central African Republic, the Democratic Republic of the Congo, Libya, Mali and Ukraine. During the year, WFP faced two additional Level 3 emergencies – a record El Niño event, which started to emerge in late 2015 with negative impacts on agricultural seasons throughout 2016, and the deteriorating security and humanitarian conditions in northeastern Nigeria. WFP also dealt with one rapid-onset Level 2 emergency when Ecuador was faced with one of the worst earthquakes in its history.

In responding to this unprecedentedly high number of crises, WFP continued to seek new approaches to ensure more effective and rapid provision of assistance. These included WFP's first use of high-altitude airdrops, its introduction of enhanced programme tools, and its preparation and deployment of staff to emergencies.

Following adoption of the United Nations 2030 Agenda and its SDGs, other international conferences and summits held during 2016 considered and expanded on important aspects of WFP's work. To initiate the major transformation implicit in adoption of the SDGs, WFP developed an Integrated Road Map (IRM) for change, with four critical elements: a new Strategic Plan for 2017–2021 aligned with the SDGs; a new approach to country strategic planning to reinforce national ownership; radical changes in WFP's financial architecture to increase accountability and promote cost-efficiency; and a new Corporate Results Framework to provide better measures of WFP's effectiveness. The four elements were approved by the Board in November 2016.

Core elements of WFP operations and cross-cutting issues that contribute to the achievement of SDG 2 on zero hunger and SDG 17 on partnerships are included in the report.

[1] WFP/EB.A/2013/5-A/1.

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PART II – PERFORMANCE RESULTS BY STRATEGIC OBJECTIVE

The second section describes WFP's performance against the four Strategic Objectives, with supplementary information on cross-cutting results in the areas of gender equality, protection, accountability to affected populations, and partnerships, and on trust fund projects. The assessment of results is based on the Strategic Results Framework (2014–2017).

Overall, WFP provided direct food assistance for 82.2 million people in 82 countries during 2016 – most of these people were women and children. An additional 1.8 million beneficiaries were assisted under trust funds typically established with support from host governments. WFP's activities generated benefits for more people than those receiving direct transfers.

- *Strategic Objective 1: Save lives and protect livelihoods in emergencies.* More than 80 percent of all programme expenditure was spent on Strategic Objective 1, which accounted for 64 percent of programme beneficiaries. With these funds, WFP delivered positive food and nutrition security outcomes and supported increased humanitarian access. This positive performance reflected strong donor support, through which some 70 percent of overall needs in emergencies were met during the year.
- Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies. Some 14 percent of all WFP beneficiaries received assistance through activities conducted under this objective, accounting for 8 percent of operational expenditures. Performance was strong in terms of improving beneficiaries' food consumption and access to education and community assets and addressing undernutrition. However, gaps in outcome-level reporting limited assessment of national capacities to address food security needs.
- *Strategic Objective 3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs.* WFP activities under this objective continued to receive the lowest level of resources, with impacts on the number of beneficiaries, the rations provided and the foods distributed. Resources disbursed amounted to only 3 percent of WFP's total expenditures and covered less than 20 percent of planned needs. As a result, outcome-level performance was mixed. WFP helped enhance the food and livelihood security of communities and made progress in stimulating marketing opportunities for local producers and traders, but results in building capacity to manage climate shocks and risks were inconclusive.
- *Strategic Objective 4: Reduce undernutrition and break the intergenerational cycle of hunger.* Some 18 percent of all beneficiaries received direct assistance under this objective, accounting for 8 percent of programme expenditures. Overall, WFP contributed to strong achievements in reducing malnutrition and improving access to education. However, its work to enhance local and national capacities to deliver food assistance programmes was affected by resourcing constraints and results were inconclusive.

The estimated volume of inputs for planned activities in a year is based on the assessed needs of target beneficiary groups. In recent years in particular, only a portion of identified needs has received a favourable funding response. However, although the overall funding of the needs-based programme of work stood at 60 percent in 2016, WFP achieved significant results. Gaps in inputs are not always reflected at the outcome level as many outcome indicators are measured among assisted people only.

Capacity development. Assessment of capacity development was a challenge in all areas. Notable achievements were reported at the output level, but the evidence for outcomes was insufficient as country offices struggled to apply the methodology for monitoring corporate indicators. The same issue was evident in the 2016 evaluation of WFP's Policy on Capacity Development. Recognizing this, WFP introduced a new outcome-level metric in its Corporate Results Framework (2017–2021), which will be used to plan and assess progress in country capacity strengthening.

Gender equality and empowerment of women. One of the goals of WFP's Gender Policy is to increase decision-making by women and girls regarding food security and nutrition in households, communities and societies. In WFP programmes in 2016, household decision-making by women improved in 14 of the 20 countries with the lowest Gender Inequality Index rankings.

Accountability to affected populations. Data show that more people are informed about the programmes now than when implementation of the Strategic Plan (2014–2017) began in 2014. Progress has also been made in WFP country offices – two thirds of which now have at least one complaint and feedback mechanism

each. Monitoring of these two aspects of accountability to the people WFP serves is incorporated in the new Strategic Plan (2017–2021).

Following the practice established in the 2015 APR, this report includes an overview of results from the largest WFP trust fund projects implemented in 11 countries. Trust funds reflect recognition of WFP's comparative advantage by the governments concerned, and often focus on transfer of knowledge to local actors.

Figure 1 illustrates the overall results achieved at the end of 2016 and the value WFP was able to provide to people in need, grounded in improvements to the economy and to the efficiency and effectiveness of its processes.

Figure 1: ***Progress under the Strategic Plan (2014–2017)***

At the outset of 2014
SO1
SO2
SO3
SO4
Results at the end of 2016
SO1
SO2
SO3
SO4
20 million vulnerable people reported acceptable food consumption
47 million people reported better and more frequent food consumption
7 million children under 5 showed improved nutritional status
Nutritional status of 9 million children under 5 was improved using special nutritious foods
8 million people were assisted with 500 USD million of cash-based transfers
WFP was the largest distributors of cash in the humanitarian system, providing 880 million USD to some 14 million people
WFP expanded its Global Commodity Management Facility to enhance the efficiency the supply chain
The average lead time in countries using the Facility was 46 days – compared to the average 120 days.
36 percent of WFP senior staff were women
WFP reached 40 percent of women working in senior positions and has a Gender Action Plan to meet the UNSWAP commitments
WFP started investing in monitoring to reduce the reporting gap for outcome-level results
Monitoring coverage of food security indicators in emergencies is higher than 85 percent.

PART III – ORGANIZATIONAL PERFORMANCE BY MANAGEMENT RESULTS DIMENSIONS

This section looks at the five priority areas that WFP's Management Results Framework (2014-2017) recognizes as needing specific attention: people, partnerships, processes and systems, programmes, and accountability and funding. WFP is able to show an overall positive trend in management performance and to highlight efforts and challenges faced in creating a more flexible administration.

- *People.* The level of remote learning undertaken by staff through the learning management system rose significantly. National staff showed an increase of almost 50 percent in course completions and a threefold increase in participation in training from 2014 to 2016. The proportion of women in leadership positions reached 40 percent and the proportion in all positions was 43 percent. However, at D-2 and above, women accounted for only 28 percent of positions.
- *Partnerships.* Partnerships with other United Nations agencies were established by all WFP country offices. South–South and triangular cooperation increased, especially in school feeding and social protection. A new Centre of Excellence was established in China to promote further South–South and triangular cooperation. WFP did not meet its target for private-sector contributions, generating USD 77 million in 2016 compared with the USD 94 million generated in 2015.
- *Processes and systems.* WFP continues to exceed its targets for reducing lead-times for the supply of food. For countries using the Global Commodity Management Facility (GCMF), the average lead-time was 46 days. In responding to two rapid-onset emergencies in 2016, WFP met its target by commencing food distributions within three days of the governments' requests for assistance. The average USD 0.34 cost per ration in 2016 represented a slight increase from the USD 0.31 observed in 2015, partly because of complex operational factors. WFP continued to use the Innovation Accelerator in Munich, Germany, as a support structure for identifying and implementing high-impact innovations to achieve zero hunger.
- *Programmes.* In closed and ongoing operations, more than two thirds of outcome indicators showed positive or stable trends – an improvement compared with 2015. WFP exceeded 11 of the 15 indicators of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP) and met a further 3. In addition, 71 percent of countries reported that they have functioning complaint and feedback mechanisms in place, a significant improvement over the 2014 baseline of 49 percent. Evaluations have become a major source of evidence for learning and improvement in WFP. The target of 100 percent completion of evaluations was exceeded with more evaluations completed than planned in 2016. Part III of this report contains references to findings of the 2016 evaluations.
- *Accountability and funding.* In 2016, WFP received a record level of funding – USD 5.8 billion. Extraordinary operating conditions in some of WFP's largest Level 3 emergencies forced it to rely extensively on airborne responses, with negative impacts on the achievement of WFP's target for greenhouse gas emissions. All directors completed an assurance statement, enabling the Executive Director to issue a statement on the effectiveness of internal controls. WFP is one of nine United Nations organizations that provide their stakeholders with this level of assurance. Acknowledging that robust controls are needed to safeguard the use of resources and protect against fraud or mismanagement, WFP piloted a series of proactive integrity reviews carried out by the Inspector General during 2016 and is acting to ensure comprehensive follow-up.

The definition of "value for money" adopted by WFP calls for economy, efficiency and effectiveness – all of which are clearly reflected in the Management Results Framework (2014–2017). Measurement of efficiency includes lead-time reductions related to use of advance financing mechanisms and commodity management facilities, and responsiveness to new emergencies within a target timeframe. The effectiveness aspects, which come under the programme dimension of the Management Results Framework, look at how many closed projects met their outcome targets at the end of the implementation cycle. The enhanced linkage between resources and results mandated by the new Strategic Plan (2017–2021) will aid WFP as it examines value for money in future reports.

PART IV – LOOKING FORWARD

The final section of the report outlines the efforts and challenges facing WFP going forward. As 2017 commenced, there were no signs that the needs generated by complex conflicts and climate-related

emergencies would reduce during the year. There is also little likelihood of a major reduction in refugee numbers from their unprecedented levels – large movements of people will continue or possibly increase because of conflict, poverty, inequality, climate change, disasters and environmental degradation.

Working with partners, WFP will continue to adopt a twin-track approach of addressing the immediate suffering of people caught up in conflict and climate-related emergencies while laying the basis for eradicating hunger in the longer term. Striving towards zero hunger and food and nutrition security for the 795 million undernourished people in the world, WFP must continue to provide assistance to the most vulnerable in a transparent and accountable manner, in line with its humanitarian commitments.

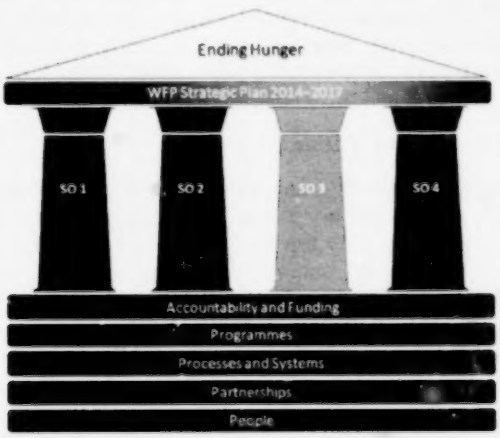
PART I – INTRODUCTION

This introductory section first looks at the context of the world in which WFP operated in 2016. The latest available estimates suggest that one in three people suffers from some form of malnutrition, one in nine is undernourished and one in every 113 is a refugee, asylum seeker or internally displaced person. In addition, historic highs of complex protracted emergencies continued throughout 2016. These emergencies are discussed in the introduction with an overview of how WFP responded to them focusing on the importance of WFP's work in relation to Sustainable Development Goals (SDGs) 2 for zero hunger and 17 for partnerships. This includes WFP's development of innovative programming tools and staff deployment contributing to make progress in several thematic areas, particularly partnerships, cash-based transfers (CBTs), nutrition, gender and accountability to affected populations.

1. This report assesses WFP's performance in 2016 against its Strategic Plan (2014–2017)[1] aligned with its Strategic Results Framework (SRF) and Management Results Framework (MRF), in accordance with the United Nations principles for harmonized reporting on results. The new WFP Strategic Plan (2017–2021) approved by the Executive Board in November 2016 and in force since January 2017, aligns WFP's work with the Strategic Development Goals (SDGs) approved by the United Nations in 2015.

2. In 2016, for the second year running, analysis of projects reporting on outcome indicators found that WFP's programme implementation was effective under Strategic Objective 1 – Save lives and protect livelihoods in emergencies; Strategic Objective 2 – Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies; and Strategic Objective 4 – Reduce undernutrition and break the intergenerational cycle of hunger. Some progress was made towards Strategic Objective 3 – Reduce risk and enable people, communities and countries to meet their own food and nutrition needs. WFP also reported strong progress across all five of its Management Results Dimensions (MRDs) – people, partnerships, processes and systems, programmes, and accountability and funding (Figure 2). Parts II and III of this report provide more detailed information on WFP and the SDGs and the WFP MRDs, respectively.

Figure 2: ***WFP's performance is based on achieving Strategic Objectives and Management Results Dimensions***



Strategic context

3. In 2016, WFP continued to face the twin challenges of dealing with unprecedented highs of complex protracted emergencies and the need to transform to achieve the SDGs and a world without hunger by 2030. The humanitarian landscape continued to face conflict-driven emergencies and the refugee crises these have created. The number of refugees and internally displaced persons (IDPs), already high at 60 million in January 2016, grew by 5 million during the year. To begin the major transformation implicit in adoption of the SDGs, WFP developed an Integrated Road Map (IRM) for change with four critical elements: i) a new Strategic Plan for 2017–2021 aligned with the SDGs; ii) a new approach to country strategic planning to reinforce national ownership; iii) radical changes in WFP's financial architecture to increase accountability and promote cost-efficiency; and iv) a new Corporate Results Framework (CRF) to provide better measures of WFP's effectiveness. The four elements of the IRM were approved by the Board in November 2016.

One in nine of the world's population is undernourished

4. Progress towards food security continues to be uneven. According to the 2015 State of Food Insecurity in the World report, 795 million people are undernourished, and 780 million of these people live in developing countries. However, the number of undernourished people has declined by 216 million – 21.4 percent – since 1990/1992.[2]

5. The report also noted that some regions "have made remarkably rapid progress in reducing hunger, notably the Caucasus and Central Asia, eastern Asia, Latin America and northern Africa. Others, including the Caribbean, Oceania and western Asia, have also reduced their prevalence of undernourishment, but at a slower pace". However, it found progress had been slower overall in southern Asia and sub-Saharan Africa and estimated that in sub-Saharan Africa, almost one in four people, or 23.2 percent of the population, was undernourished in 2014/2016. This was the highest prevalence of undernourishment for any region and, with about 220 million hungry people in 2014/2016, the second highest burden in absolute terms. The number of undernourished people increased by 44 million between 1990/1992 and 2014/2016.

One in every 113 people is a refugee, asylum seeker or internally displaced person

6. Large-scale conflicts and economic stagnation in several parts of the world continue to force civilian populations to migrate, looking for more stable and safe locations to live. Consequently, cross-border displacement is at record levels and the pace of increase is accelerating. At 65 million people, there are more refugees in the world today than at any time since the Second World War. Displacement increased throughout 2016. The prospects for many refugees are bleak. At the start of 2016, an estimated 6.7 million refugees worldwide had been living in exile for at least five years and had little hope of obtaining a durable solution in the near future.

One in three people suffers from malnutrition

7. The 2016 Global Nutrition Report2 found that "Few challenges facing the global community today match the scale of malnutrition, a condition that directly affects one in three people". Poor diets and malnutrition are the top drivers of the global burden of disease, and are responsible for 45 percent of deaths among children under 5. In Asia and Africa, annual gross domestic product (GDP) losses from undernutrition average 11 percent. At least 12 of the 17 SDGs contain indicators that are highly relevant for nutrition, reflecting its central role in sustainable development.2

8. Although the prevalence of stunting[3] worldwide fell by a third over the past two decades, nearly one in four children – 159 million – are stunted, with numbers continuing to rise in Africa and Oceania. Asia has seen the most dramatic declines in stunting, but it remains home to 57 percent of stunted children. Levels of anaemia among women, particularly pregnant women, also remain stubbornly high. Worldwide, 2 billion people suffer from micronutrient deficiencies.

9. Meanwhile, overweight and obesity have become an enormous global challenge, with prevalence increasing in every region and almost every country. At least 44 low- and middle-income

[2] International Food Policy Research Institute (IFPRI). 2016. Global Nutrition Report 2016: From Promise to Impact: Ending Malnutrition by 2030. Washington, D.C.

[3] Stunting is defined as low height for age in children.

countries now face the "double burden" of high levels of both undernutrition and overweight. Asia and Africa are home to three quarters of the world's overweight children under 5. Worldwide there are 41 million overweight children – a figure that is catching up with the 50 million children under 5 who suffer from wasting.[4]

Climate events lead to major emergencies

10. The 2015 El Niño Southern Oscillation climate event, the second strongest and longest-lasting on record, continued to have severe impacts on food security for millions of people during 2016, leading to increased drought and, in some parts of the world, more rain and large-scale floods. At its peak, an estimated 60 million people were affected globally, of whom 45 million were in southern and eastern Africa. The implications of this event were expected to have impacts until April 2017.

11. Hurricane Matthew – the strongest hurricane experienced in the Caribbean since 2007 – had particularly devastating impacts in Cuba and Haiti. The Government of Haiti estimated that more than 1,000 people were killed, 15,600 were evacuated and 300,000 needed immediate humanitarian assistance.

High levels of protracted conflict-driven emergencies continued during 2016

12. WFP continues to face unprecedented levels of protracted emergencies, many of which are in conflict-driven situations (Figure 3). Four protracted conflicts carried over from 2015 to 2016 required a significant response from WFP:

- *Iraq*. Although a sustained military effort by the Iraqi Security Forces and partners led to a roll-back of Daesh, the protracted situation has left 10 million people in need of humanitarian assistance, a number that could rise to 12–13 million as the Mosul crisis continues.
- *South Sudan*. The crisis entered its fourth year in December 2016, leaving an estimated 3.6 million people severely food-insecure, the highest level of food insecurity during the harvest season ever recorded. The total number of civilians displaced reached more than 3 million people – a quarter of the population – with 1.9 million displaced internally and 1.1 million to neighbouring countries. At least 400,000 South Sudanese have fled to the Democratic Republic of the Congo and Uganda. The deteriorating security and humanitarian situation in South Sudan has prompted senior United Nations officials, including former United Nations Secretary-General Ban Ki-moon, to warn that ethnic cleansing could be under way in several areas of the country.
- *Syrian Arab Republic*. Protracted conflict has left 13.5 million people in need of humanitarian assistance, including 6.5 million IDPs, and 4.8 million refugees located in Turkey, Lebanon, Jordan, Iraq and Egypt, of whom 8.7 million people require food assistance.
- *Yemen*. With stalled talks and fragile ceasefires, conflict persists in Yemen, leaving 18.8 million people in need of humanitarian assistance, 2 million internally displaced, and 7 million severely food-insecure.

[4] Wasting is defined as low weight for height. Some children are both stunted and wasted.

Figure 3: ***Major WFP emergency responses (2011–2016)***

13. WFP continued to address five long-term Level 2 emergencies in the Central African Republic, the Democratic Republic of the Congo, Libya, Mali and Ukraine. The Level 2 drought emergency in the Horn of Africa, which was declared in 2011, was deactivated in late January, as WFP determined that the response was within the capacity of the affected country offices.

14. During 2016, WFP also faced two additional Level 3 emergencies and one rapid-onset Level 2 emergency:

- *Level 3 El Niño.* A record El Niño event,[5] which started to emerge in late 2015, negatively impacted agricultural seasons throughout 2016. As a result, more than 60 million people worldwide, about 40 million in eastern and southern Africa alone, were food-insecure, and 23 million needed immediate humanitarian assistance. Food shortages throughout the region are severe, and are exacerbated by a multitude of increasing vulnerabilities, including weak commodity prices, unfavourable exchange rates and slow economic growth.
- *Level 3 Nigeria Boko Haram insurgency.* In northeastern Nigeria, security and humanitarian conditions continued to deteriorate in 2016 as populations fled violence created by the Boko Haram conflict. The population faced severe food insecurity resulting from the successive poor harvests caused by the abandonment of crops, minimal cross-border trade in cash crops and lost economic opportunities. In May 2016, WFP and other humanitarian actors warned of famine-like conditions in Nigeria's Borno State, and in October food insecurity reached extreme levels in parts of northeastern Nigeria, where 4.3 million people faced crisis and emergency levels of food insecurity.
- *Level 2 Ecuador earthquake.* On 16 April, one of the worst earthquakes in the country's history – of magnitude 7.8 – struck the northern coast of Ecuador and was followed by a 6.3 magnitude aftershock four days later in the province of Esmeraldas. The death toll rose to more than 660 people, with more than 380,000 people affected. In response to the complexity of the situation and the demands placed on the country office, WFP activated a Level 2 emergency on 20 April.

15. Beyond these emergency responses, Hurricane Matthew's impact on the Caribbean in October required a rapid response to address immediate food assistance needs, especially in Haiti and Cuba. Elsewhere, the Government of Ethiopia and WFP worked together to address the country's worst drought in decades, which left 9.7 million people severely food-insecure in September 2016, up from 2.9 million in January 2015.

Global actions address humanitarian crises

16. The 2030 Agenda for Sustainable Development, adopted by the United Nations in September 2015, provides an ambitious, people-centred framework of action for sustainable development that requires a significant shift of focus for the international community. For WFP, this means moving beyond saving lives to changing lives, focusing first on the people in greatest need. WFP concluded that this would require fundamental changes in the way it designs, finances, implements and reports on results of its operations, a change it tackled in 2016 through development and approval of the IRM.[6]

17. Further international conferences and summits during 2016 considered and expanded on important aspects of the 2030 Agenda.

- *United Nations Decade of Action on Nutrition.* Recognizing the importance of nutrition and the SDG interlinkages, the United Nations General Assembly proclaimed 2016–2025 a Decade of Action on Nutrition. Led by the Food and Agriculture Organization of the United Nations (FAO) and the World Health Organization (WHO), in collaboration with the International Fund for Agricultural Development (IFAD), the United Nations Children's Fund (UNICEF) and WFP, the Decade offers a platform for furthering partnership on nutrition. Its work plan is currently under development.

[5] El Niño events occur every three to seven years and are linked to a pattern of unusually warm water stretching across the surface of the Pacific Ocean that is associated with changes in weather conditions around the world.

[6] See paragraphs 75–77 of this section.

- *Paris Agreement on climate change.* The Paris Agreement[7] represents a major step forward on several issues that are critical for WFP, including food security, ending hunger and reducing the losses and damage caused by climate extremes. The agreement will influence WFP's approach to food security and nutrition, and to emergency preparedness, response and resilience-building. It has direct implications for WFP's access to climate financing and its work to support governments in reducing hunger and adapting to climate change.
- *World Humanitarian Summit.* The World Humanitarian Summit (WHS),[8] held in May 2016, put forth its Agenda for Humanity. Crucially, WFP was able to highlight the need to overcome the humanitarian–development divide by ensuring complementarity among actors in preparedness, resilience-building and social protection and recovery, while also calling for more effective humanitarian finance to help achieve the United Nations Zero Hunger Challenge.
- *Summit on Refugees and Migrants.* The United Nations General Assembly hosted the first High-Level Summit for Refugees and Migrants in September 2016 in response to the unprecedented global levels of forced displacement and the recent growth in unsafe, disorderly and irregular migration movements in several regions. In issuing the New York Declaration for Refugees and Migrants, the summit paved the way for two ground-breaking global compacts related to refugee displacement and migration, and called for renewed efforts by Member States to address xenophobia.
- *Habitat III.* The third United Nations Conference on Housing and Sustainable Urban Development (HABITAT III), held in October 2016, led to adoption of the New Urban Agenda. The agenda provides an aspirational vision for the cities of the future in an urbanizing world, to guide the development of policies by Member States, city governments and their partners. Working with the Rome-based agencies (RBAs), Member States, civil society and academia, WFP successfully advocated for the new agenda to reflect food and nutrition-related issues and the humanitarian concerns of crisis-affected cities.

WFP response

18. Throughout 2016, WFP sought to address the short- and longer-term actions needed to eradicate hunger in line with the SDGs. This meant addressing the most pressing humanitarian emergencies in the most effective way possible using the wide range of tools and approaches available, while continuing to innovate and address the longer-term goal of eradicating hunger by working effectively with a wide range of partners.

19. WFP also heightened and sustained emergency responses to meet its existing Level 2 and Level 3 emergencies and a new Level 3 emergency in a remote area northeast Nigeria – a country with no WFP presence – plus slow- and rapid-onset emergencies in southern Africa, Ecuador and the Caribbean. This called for further innovation and development of tools for better responses to rapid- and slow-onset and protracted emergencies.

20. WFP also took actions to achieve the SDGs, addressing SDG 2 through core elements of its operations and cross-cutting issues, and SDG 17 through more effective partnering. It conducted a major review of its organizational strengthening programme – the Fit for Purpose initiative – to identify areas for greater attention, including preparation for fundamental changes to WFP's approach to the design, financing, implementation and reporting of operations as part of the IRM.

Heightened and sustained emergency responses

21. WFP's presence was critical in responses to crises in Iraq, Nigeria, South Sudan, the Syrian Arab Republic and Yemen and to the impacts of El Niño in southern Africa and the earthquake in Ecuador.

[7] 21st session of the Conference of the Parties to the United Nations Framework Convention on Climate Change https://unfccc.int/files/meetings/paris_nov_2015/application/pdf/paris_agreement_english_.pdf.

[8] It was an initiative of United Nations Secretary-General Ban Ki-moon.

Nigeria

22. WFP began providing food assistance in March 2016 in response to the rapidly deteriorating humanitarian situation in northeastern Nigeria, and activated a Level 3 corporate emergency on 19 August after the United Nations granted it "immunities and privileges" to operate in Nigeria. WFP opened offices in Abuja, Damaturu and Maiduguri and scaled up to nearly 200 staff. During September, a joint mission enabled a WFP-UNICEF rapid response mechanism to reach previously inaccessible areas of Borno and Yobe States. WFP also provided essential common services to the humanitarian community through its United Nations Humanitarian Air Service (UNHAS) special operations, transporting 2,245 passengers in December alone. By December, WFP had reached more than 1 million people, 95 percent of its planned monthly target, primarily providing in-kind food assistance. In 2017, WFP hopes to consolidate its response by reaching areas not yet supported.

South Sudan

23. Despite commitments to adhering to the peace agreement, fighting and violence have continued to restrict humanitarian access and cause massive internal and cross-border displacement with critical impacts on food security. The food security and nutrition situation is likely to worsen, with 4.6 million people projected to be severely food-insecure between January and April 2017, a 62 percent increase from the same period in 2016. WFP increased its assistance in South Sudan, reaching 4 million people in 2016, and aims to reach more by mid-2017 via a mix of in-kind food assistance, CBTs, nutrition programming, and food assistance for asset creation. Operations were challenged by access constraints related to lack of security and poor road conditions during the rainy season, which made large parts of the country inaccessible by road. An outbreak of violence in Juba in July led to an alarming incident of the looting of 4,600 mt of food from WFP's main warehouse in Juba, along with trucks, other vital equipment and relief supplies. This food could have fed 220,000 people for a month.

Syrian Arab Republic

24. Each month, WFP assists an average of 4 million people inside the Syrian Arab Republic and 1.6 million refugees in neighbouring countries with a mix of in-kind food assistance, CBTs, emergency school feeding and nutrition support. In December, WFP dispatched food assistance for 3.5 million beneficiaries in 13 of the 14 Syrian governorates, achieving 89 percent of its monthly plan. Also in December, WFP provided ready-to-eat food to about 35,000 returnees and IDPs in the formerly besieged parts of eastern Aleppo. Overall, WFP assisted more than 7 million people inside the Syrian Arab Republic and in the neighbouring countries during 2016.

25. WFP faces critical access challenges linked to insecurity, but continues to work with partners to reach those most in need through, for example, cross-border deliveries from Jordan and Turkey to provide assistance to 682,000 people living in opposition-held areas in Aleppo, Idleb, Hama and Dar'a governorates. WFP has also been using two 70-m cranes to deliver in-kind food assistance across the border from Jordan to reach 78,000 stranded refugees in the Syrian Arab Republic,* and undertook 170 airdrops of food rations for 110,000 people in the city of Deir Ezzor, and 242 airlifts to the city of Qamishly, delivering food commodities and humanitarian supplies on behalf of other humanitarian actors.

Box 1: ***Turkey: emergency social safety-net programme***

Developed in September 2016, this programme aims to help the most vulnerable refugee families living outside camps in Turkey to purchase essentials by providing them with electronic cards that cover a range of items, from food and rent to medicines and warm clothing for winter. This innovative way of delivering aid combines humanitarian expertise and principles with government services to reach a large number of refugees cost-efficiently. Following successful piloting in Ankara in October and November, and in the central province of Sivas in November, the programme was rolled out in December. Ongoing registration across the country has received applications from half a million eligible people.

* On 15 November, construction of a new distribution site, located within walking distance of the settlement, was completed. WFP was thus able to proceed with more conventional distribution methods by mid-November.

Iraq

26. Since the onset of the Mosul offensive in October, WFP has provided food to more than 376,000 conflict-affected people, adjusting its response to provide food to people remaining in their own homes or living with host communities as well as those in camps. Although WFP and partners have been able to reach many recaptured areas, the security situation remains highly volatile. In addition to the Mosul operation, WFP aimed to assist another 1.4 million people in Iraq each month with food rations, e-vouchers or cash-based assistance, reaching more than 1 million people with in-kind food assistance and 350,000 with CBTs in December. As part of its regional emergency operation to assist refugees fleeing conflict in the Syrian Arab Republic, WFP also supported more than 50,000 vulnerable Syrian refugees in Iraq.

Yemen

27. WFP provided general distributions every second month, reducing the daily individual entitlement to reach as many people as possible. With the introduction of this bimonthly cycle in 2016, WFP was able to reach 6.3 million beneficiaries rather than the 3 million originally planned. WFP is scaling up its nutrition and CBT programming where possible. From 2017, it aims to reach 6 million people with full rations every month. Insecurity and delays for security clearance continue to hamper access to areas where needs are greatest, meaning that the people who are most in need are often cut off from any form of humanitarian assistance. In 2016, UNHAS transported 9,000 passengers for humanitarian partners. The WFP-led Logistics Cluster transported 14,000 m^3 of humanitarian goods by sea, 800 m^3 by air, passengers to and from Aden, and more than 1.2 million litres of fuel for humanitarian partners.

Southern Africa El Niño event

28. In preparation for the 2015–2016 El Niño event, WFP worked with FAO and the United Nations global Food Security Cluster (gFSC) on preparedness and response measures including advocacy, resource mobilization and operational coordination. WFP's operations were conducted in 19 countries, with major activities focused in southern Africa, which has endured one of the most severe and protracted droughts of the past 35 years.

29. In the middle of 2015, the early warning systems of WFP and FAO identified the risks posed by El Niño in the southern Africa region, allowing WFP to prepare for the expected impact and any necessary scale-up of response. On 12 June, WFP declared a Level 3 emergency encompassing Malawi, which had the highest number of people in need of food assistance, Lesotho, Madagascar, Mozambique, Swaziland, Zambia and Zimbabwe. Despite a challenging resourcing situation, WFP tripled the number of people provided with food and nutrition assistance between August and November, when it reached 9.3 million people with a mix of relief, resilience and development programmes. In Malawi, WFP used a combination of food and CBTs to mount the largest humanitarian response in the country's history, reaching 5.8 million people in November. WFP's response in the region has included in-kind food assistance and CBTs, nutrition support, emergency school meals and support to governments through capacity-strengthening and development initiatives. Although procurement and transport lead times can be lengthy, WFP put in place mechanisms that facilitated the immediate transport of food commodities to operational locations at manageable distances. With much of the food requirement having to be imported, WFP activated several new logistics corridors throughout the region.

30. Activities implemented by WFP included providing emergency food, or cash to buy food where markets were functioning; triggering innovative insurance pay-outs in participating countries to help farming families and economies endure El Niño; and working with partners to deliver easy-to-understand climate information to help farmers plan ahead of the season. In Zimbabwe, early response to El Niño was fast-tracked thanks to the Food Security Climate Resilience facility (FoodSECuRE). In both Zimbabwe and Guatemala, WFP and partners took early action weeks before El Niño affected the agricultural season which helped strengthen the resilience of drought-affected smallholder farmers.

Ecuador earthquake

31. WFP dispatched an initial convoy with food assistance for 8,000 people on 19 April – three days after the earthquake hit – and began planning for a three-month emergency operation to assist 161,000 people – 50 percent of the affected population. By 22 April, WFP had reached

45,000 people, and by 4 May voucher distributions had provided 103,430 people with three days of food assistance, and 5,710 people in hospitals with 15 days of assistance. For the first time in Latin America, WFP responded to a rapid-onset emergency with cash transfers to vulnerable households through the national social protection platform.[10] WFP and the Government jointly monitored the provision of assistance, making the response faster, more efficient and sustainable. The response also strengthened WFP's partnership with the government – activities to improve preparedness for disasters were designed and implemented jointly, and long-term country office agreements with service providers were used to provide value-based and commodity-based vouchers. On 1 July, addressing the emergency was within the capacity of the country office and the Level 2 response was deactivated.

Further innovation for better emergency responses

Early warning and preparedness

32. During 2016, WFP aimed to build on its recognized strengths in early warning and preparedness, through the following activities.

- *Promoting inter-agency operations and crisis centres.* To support greater inter-agency information coordination and sharing, in April WFP, along with the Office of the United Nations High Commissioner for Refugees (UNHCR), FAO, the Office of the United Nations High Commissioner for Human Rights (OHCHR), the United Nations Development Programme (UNDP) and the International Organization for Migration (IOM), founded the United Nations Operations and Crisis Centres network, which facilitates rapid sharing of information during emergencies to support informed decision-making at the highest levels.
- *Automating disaster analysis and mapping.* WFP launched an innovative automated disaster analysis and mapping system that produces a "virtual dashboard" as soon as a disaster strikes, featuring details such as the magnitude of the disaster, the number of people potentially affected, weather conditions and the WFP resources available in the area. After the Ecuador earthquake, this system contributed to reducing the time between disaster striking and WFP's response.
- *Improving early warning risk assessments.* WFP leads the Inter-Agency Standing Committee (IASC) Early Warning sub-group and chairs the early warning analysts' group, which prepares risk assessments and early warning, early action and readiness reports on capacity and preparedness. These complement established reporting channels for risk analysis and monitoring by resident and humanitarian coordinators and humanitarian country teams as part of IASC emergency response preparedness, fostering debate and more detailed consideration of potential scenarios.
- *Sharing data on weather forecasts.* The forecast-based preparedness project in Asia and Latin America has resulted in agreements between WFP and national weather services for data sharing and improved weather forecasts. Several natural hazard simulations co-led by national governments and WFP were held to increase the capacities of governments and other stakeholders in disaster preparedness and response based on weather forecasts.
- *Strengthening disaster preparedness and pre-positioning.* Lessons learned during the WFP response to the Vanuatu cyclone in 2015 and floods in the Solomon Islands in 2014, which indicated that in such disaster-prone contexts, engagement is required before emergency strikes. During 2016, WFP continued its proactive engagement in emergency preparedness and response in the Pacific region, which is prone to natural hazards and phenomena, focusing on strengthening capacities, enhancing readiness, and emergency response led by national governments. This preparatory work helped WFP provide assistance in response to El Niño drought conditions in Papua New Guinea, providing food to more than 268,000 vulnerable people. When tropical Cyclone Winston caused widespread destruction in the Fiji Islands in February 2016, WFP assisted more than 70,000 people using CBTs through the Government's Care and Protection Allowance and Poverty Benefit Schemes.

[10] WFP complemented the housing incentive of the Coordinating Ministry for Social Development with a monthly cash transfer to cover the food and nutrition needs of families in the provinces of Esmeraldas and Manabi.

Nutrition in emergencies

33. To help mainstream nutrition in its emergency operations, in 2016 WFP formed a Nutrition in Emergencies Team as part of its new Nutrition Division; generated an external emergency response roster to improve surge capacity for nutrition; and created a comprehensive toolbox to help staff design and implement nutrition programming in emergencies, based on new WFP standards for nutrition in emergencies. WFP also began integrating nutrition into corporate monitoring and assessment tools, to promote more rapid nutrition responses during emergencies. Nutrition indicators are included in WFP's Mobile Data Collection and Analysis initiative, and some operations now employ telephone operators to collect information on the diets and nutrition of women and children via SMS messaging. In the United Republic of Tanzania, moderate acute malnutrition treatment programmes are being monitored through WFP's digital platform, SCOPE,[11] which allows real-time monitoring and reporting.

More gender-sensitive responses to emergencies

34. All the people affected by an emergency have equal rights to humanitarian assistance that meets their immediate needs. However, not everybody is affected in the same way or has the same needs, priorities, vulnerabilities and coping strategies. Factors such as gender, age, social and health status, disabilities and chronic illnesses influence how women, men, girls and boys experience emergencies. WFP has therefore tailored existing tools into a Gender Toolkit to ensure that gender is integrated into emergency preparedness and response. The toolkit provides staff and partners with detailed "what, why, when, where, who and how" information along with quick guides, checklists and templates. WFP has also issued new manuals on protection and gender-based violence, and integrated gender into lessons learned exercises for Level 3 emergencies.

Innovative ways to ensure access in protracted complex scenarios

35. *Delivery strategy.* The supply chain delivery strategy rolled out in 2016 has enabled WFP and its partners to reach areas of South Sudan that had been inaccessible since the outbreak of violence in 2013, while significantly reducing delivery times. The strategy includes establishing new fleet hubs and opening transport corridors, enabling WFP to increase food deliveries even during rainy seasons or periods of conflict. Staff at the country office, the regional bureau and Headquarters worked together to develop and implement this initiative, which resulted in the WFP South Sudan fleet team receiving the prestigious 2016 International Best Transport Achievement Award at the Annual Fleet Forum Conference in Dublin, Ireland.

36. *Data analytics.* Crucial to WFP's supply chain operations, data and intelligence ensure the most efficient and effective transfer modality. Every day, staff must consider supply chain issues such as commodity availability, quality, prices, logistics networks and lead times, and operational factors such as accessibility, corridor capacities, uncertain funding and beneficiary preferences.

37. The Optimus software tool helps country offices identify the most effective and efficient supply chain within parameters of funding and operational constraints while also maximizing nutrition outcomes and value for money. Using algorithms to assess all available options and propose optimized supply chain set-ups, the method has been piloted successfully in Iraq, Mali, the Syrian Arab Republic and Yemen, leading to significant cost savings.

38. Optimus helped WFP optimize its family food parcel in Iraq, supplying 1,761 kcals, or 98 percent of the 1,800 kcal target at a monthly cost of USD 10.89 per beneficiary, which amounted to a total of USD 1.12 million per month. This represented a 17 percent cost reduction.

Box 2: ***The Syrian Arab Republic: WFP uses high-altitude airdrops to deliver food***

For the first time, WFP used high-altitude airdrops to deliver food and other relief supplies to besieged communities. WFP has used low-altitude – 300 m – airdrops for many years, but security concerns in the Syrian Arab Republic required an altitude of at least 5,000 m. Working with aviation experts and partners, WFP considered factors such as the most effective aircraft and parachute systems, meteorological conditions, selection of suitable drop zones, and training of ground staff to receive, collect and distribute the life-saving cargo, using service agreements for the rapid procurement of special equipment.

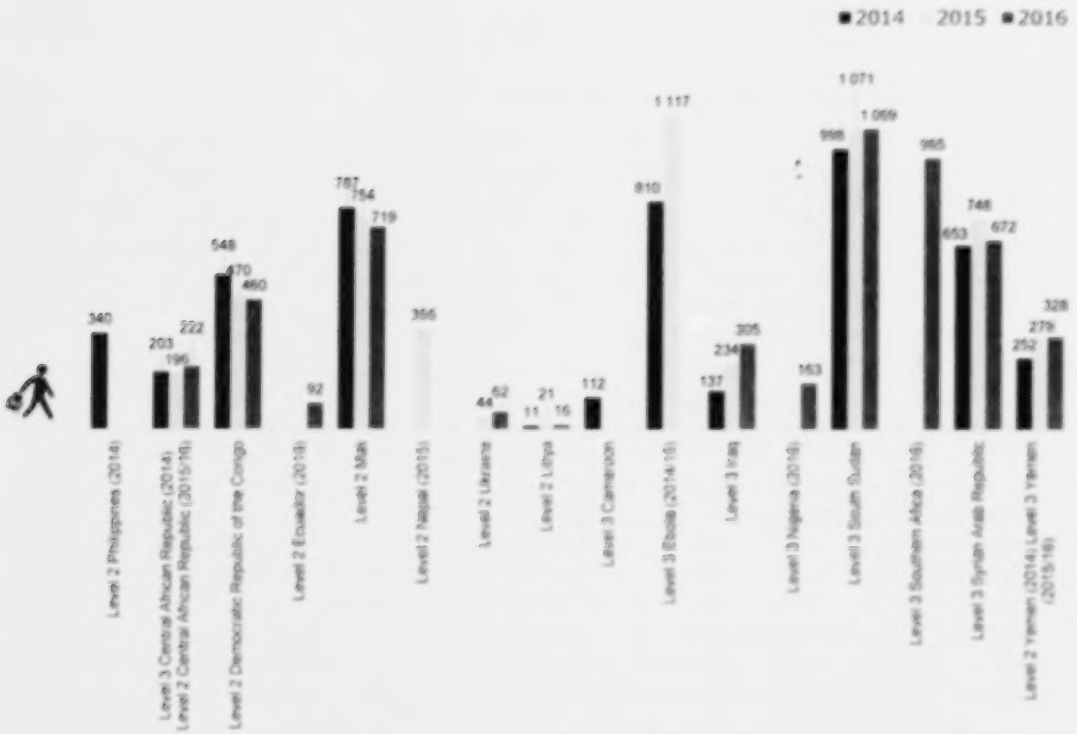
[11] WFP's digital platform used for beneficiary registration, planning and transfers.

Trial flights in late February 2016 did not work well, but by April, WFP had launched sustained airdrop operations from Jordan. By December, it had completed 168 high-altitude airdrops delivering more than 3,000 mt of food and relief items on behalf of organizations such as UNICEF, WHO and the International Committee of the Red Cross (ICRC). WFP is the only humanitarian organization to perform high-altitude airdrops of food and relief items.

Effects of major emergencies on WFP staffing

39. Major emergencies continue to have significant effects on staffing. WFP deployed 4,966 people to Level 3 and Level 2 emergencies in 2016, compared with 5,290 in 2015. Many of these were temporary duty assignments of less than six months. As illustrated in Figure 4, this small reduction reflects the deactivation of the Ebola Level 3 emergency and fewer staff deployments to South Sudan and the Syrian Arab Republic, offset by increased staff needed in Iraq, Nigeria, Yemen and the southern Africa region. During the Fit for Purpose review,[12] country offices reported that they were struggling to obtain the expertise they needed in a timely manner. The review noted that the reassignment roster and talent management processes are still not working as they should, resulting in reliance on service-type appointments and consultants, even in large Level 3 operations.

Figure 4: **Staff deployment to emergencies (2014–2016)**



40. The proliferation of humanitarian crises in recent years has limited the number of trained and experienced staff immediately available. Processes put in place to improve WFP's emergency responsiveness included compiling emergency response rosters of staff with the abilities needed. When the rosters were overstretched by the immensity of the needs, WFP expanded them to include short-term staff, consultants and United Nations volunteers. It is also using national staff for international emergencies and is planning to introduce an external emergency roster to promote faster deployment. One of the impacts of WFP's increased workload is a significant increase in its contingent workforce: short-term professional staff now make up more than half of

[12] WFP/EB.1/2017/11-C.

WFP's international professional workforce.[13] Two further rosters have been created to fill any gaps that current rosters do not meet: i) the emergency consultants roster lists 300 pre-vetted consultants who can be available within 72 hours; and ii) the emergency functional leadership roster provides senior WFP staff on a three-month rotation for deployment to new emergencies.

Keeping staff safe

41. WFP has continued to be affected by the direct and intentional targeting of humanitarian personnel and facilities, which is occurring increasingly in recent conflicts. The number of armed incidents targeting WFP operations, including staff members of WFP, partners or contractors in the line of duty, increased over recent years and remained high in 2016, especially in the Syrian Arab Republic and Yemen.

- *Syrian Arab Republic.* Although access to besieged areas generally improved during 2016, an attack on a United Nations convoy in September killed five WFP-contracted drivers and 12 personnel contracted by a partner.
- *Yemen.* Access has remained a significant challenge, with conflict actors increasingly hampering the activities of WFP and its partners. In Taiz, more than 70 lorries carrying food commodities and vouchers were detained, and delayed or denied visas regularly prevented the deployment of staff, exacerbating the perception in communities that humanitarian agencies are to blame for a lack of resources.

42. Experience in the Syrian Arab Republic and Yemen illustrates how the rapidly changing security situation directly shapes and affects WFP operations, tests the capacity of the United Nations to uphold peace and security, and increases demands on WFP's management of security risks to its personnel. Thus, in preparing staff for emergency deployment, WFP has specifically sought to improve their readiness for service in complex emergencies.

43. This has meant enhancing the medical and psychological preparation and debriefing for deployment to Level 3 emergency operations, which in 2016 required 645 medical clearances for Level 3 or D-E duty stations,[14] 708 psychological preparation sessions and 120 psychological debriefings. During 2016, none of the staff who participated in the Medical Service's pre-deployment screening or staff counselling for Level 3 or D-E duty stations required medical evacuation.

Addressing SDG 2 – zero hunger and cross-cutting areas

The continued growth of cash-based transfers

44. CBTs offer a powerful way to fight hunger. They give the people WFP serves control over decisions that affect their lives and empower them to choose the food or other basic items they need the most. Integrating CBTs with other forms of food assistance, such as food rations, increases the flexibility and agility of WFP's response to emergency crises by allowing a rapid switch from one to the other as the local context changes.

45. The upward trend in the use of CBTs continued, with WFP reaching some 14 million people in 2016, compared with 9.6 million in 2015. The transfers were made in 60 countries[15] and 95 operations, up from 54 countries and 84 operations in 2015, with an estimated value of USD 880 million, up from USD 680 million in 2015, and accounting for a quarter of all of WFP's transfers.

46. The regional emergency response for Syrian refugees remained the largest CBT operation, with more than USD 440 million transferred to beneficiaries mostly through electronic vouchers.

47. Cash-based assistance in the rest of WFP's overall portfolio also grew, with USD 438 million transferred, compared with USD 326 million in 2015. Nearly half of the beneficiaries reached were in sub-Saharan Africa, and about a third were in the Middle East region. In all, WFP provided unrestricted cash in 52 countries compared with 44 countries in 2015, allowing people to address multi-dimensional needs. The largest single unrestricted cash operation was in

[13] See Annex V – WFP employees as at 31.12.2016.
[14] Duty stations with a high level of hardship.
[15] Includes trust funds.

the Niger, where USD 12.9 million was distributed in the form of bank notes through microfinance agencies.

48. To increase the cost-efficiency of CBTs, WFP and its partners worked with more than 70 financial service providers, including large and small banks, microfinance institutions, mobile money operators, remittance transfer agents, and card and payment system operators. WFP also concluded standard framework agreements with service providers at the regional level to increase the speed of implementing CBT operations.

49. WFP also continued to support and strengthen national social protection systems using CBTs in, for example, response to Cyclone Winston in Fiji and to the Ecuador earthquake:

- *Fiji, Cyclone Winston.* WFP transferred cash through the national social protection system to provide assistance to victims registered by the Government.
- *Ecuador, earthquake.* Following the earthquake in April, WFP provided cash transfers through Ecuador's safety net system, which distributed them in the form of food vouchers to 130,000 affected people by the end of 2016.

SCOPE – WFP's beneficiary and transfer management platform

50. WFP developed the digital platform, SCOPE, to manage beneficiary information and the cash assistance provided to beneficiaries. SCOPE was rolled out to WFP country offices in the second half of 2015 and by the end of 2016, the platform held data on 20 million beneficiaries, with plans to complete the roll-out to all cash operations by the end of 2017. SCOPE stores beneficiary biodata, contact and targeting information and, where appropriate, biometric fingerprints. The platform supports a wide range of project activities that use cash as a transfer modality, such as cash for work, nutrition and school feeding. By employing the standard business process model for cash transfers, SCOPE supports the management of conditional entitlements and adapts to the systems of commercial financial service providers, ensuring that WFP has a common tool to send instructions to service providers and obtain their feedback.

Improve nutrition – the increased focus on diets

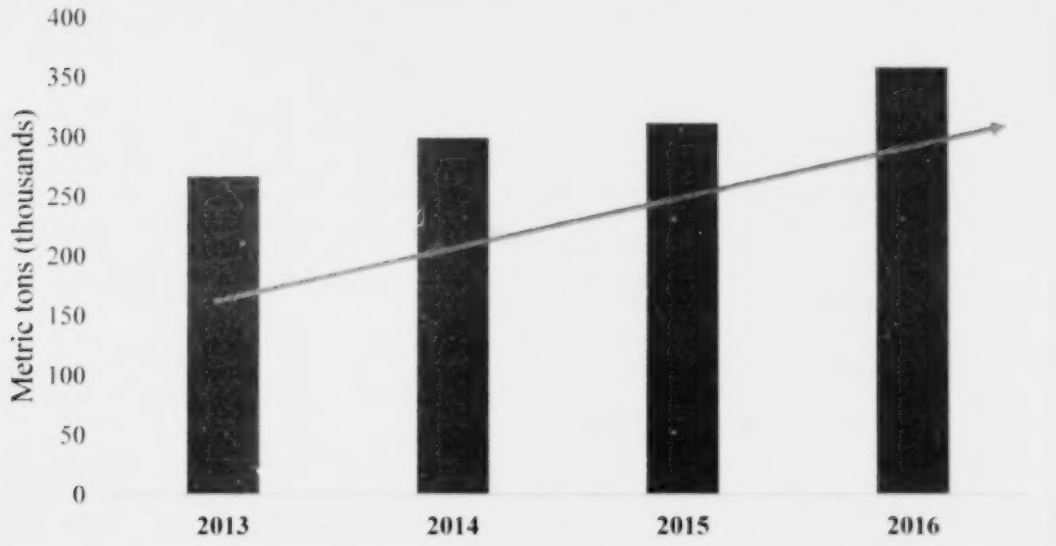
51. Boosting nutrition capabilities through the availability of, access to and demand for safe and nutritious foods was one of six corporate priorities for 2016 and is in line with WFP's new Strategic Plan, which includes "Improve nutrition" as one of four Strategic Objectives. WFP's new Nutrition Policy (2017–2021) provides a clear framework for WFP's work towards national SDG targets for ending all forms of malnutrition. WFP took several steps towards improving nutrition in 2016:

- *Nutritious foods and healthy diets.* The WFP food basket has seen a 33 percent increase in the use of specialized nutritious foods since 2012 (Figure 5), which has greatly improved WFP's capacity to reach nutritionally vulnerable groups with the nutrients they need. WFP has also broadened its approach to improving nutrition by focusing on promoting adequate and healthy diets and using a range of tools to ensure the availability of, access to and demand for nutritious foods.
- *Fill the Nutrient Gap tool.* This tool, which uses secondary data and innovative analysis to identify gaps in adequate nutrient intake, is being rolled out in Guatemala, Lao People's Democratic Republic, Mozambique, Pakistan and the United Republic of Tanzania, after successful piloting in El Salvador, Ghana and Madagascar.
- *Monitoring and evaluation (M&E) framework.* As part of the new CRF, WFP developed an M&E framework to collect vital information on nutrition-specific and nutrition-sensitive programmes, using new corporate indicators such as the minimum dietary diversity for women.
- *Data collection methodology.* WFP is using new data collection methods that can monitor nutrition programming more quickly and at lower cost. For example, in the United Republic of Tanzania, nutrition programmes are being monitored in almost real time through SCOPE, and pilot studies in Kenya and Malawi are testing the feasibility of collecting dietary data on women and children via SMS messaging.
- *Cost of Malnutrition study.* WFP continues to contribute to the global evidence base for nutrition activities. It launched a Cost of Malnutrition study in Latin America linking the

burden of malnutrition to national economic costs. Working with the Pan American Health Organization, the Economic Commission for Latin America and the Caribbean and academic partners, this initiative expands on previous Cost of Hunger studies conducted in Africa and includes analysis of overweight and obesity-related costs in response to an upward trend in countries facing these forms of malnutrition.

- *Nutrition-sensitive programming.* WFP has partnered with the International Food Policy Research Institute (IFPRI) to develop evidence-based design recommendations for nutrition-sensitive policies and programmes that address the multiple drivers of malnutrition through various entry points and can increase nutrition impacts.
- *Nutrition Learning Strategy.* WFP has increased the opportunities for staff and partner capacity strengthening by creating new nutrition learning courses and knowledge-sharing platforms, and strengthening partnerships with academic institutions.

Figure 5: ***Trends in procurement of specialized nutritious foods and high-energy biscuits, 2013–2016***



Social safety nets/social protection

52. WFP directly implements safety nets, such as school meals and food assistance-for-assets (FFA) programmes, and provides technical assistance to governments to strengthen their social safety nets or social protection schemes. The principal safety nets directly implemented by WFP are school meals programmes: in 2016, WFP reached 16.4 million children in nearly 76,500 schools in 60 countries.[16] In 51 of these countries, WFP also provided technical assistance and strengthened the capacities of the government, while in the other 9 it provided only technical assistance. It is estimated that through technical assistance and capacity strengthening for school meals programming and delivery, WFP indirectly reached another 45 million schoolchildren.

Sustainability

53. Because many of its interventions act as social safety nets or provide social protection, WFP is seeking to increase the sustainability of its interventions by: i) linking interventions to existing national social protection schemes, as it did in the Ecuador earthquake response; or ii) supporting national governments in making their social protection systems more nutrition-sensitive, shock-responsive and resilient. Many of the school meals programmes supported by WFP's technical assistance to governments have transitioned to national ownership and are being integrated into national social protection systems.

[16] Includes assistance provided through trust fund projects.

Home-grown school feeding

54. To improve the livelihoods of smallholder farmers and strengthen local food systems, WFP is progressively sourcing more food locally, including for school meals programmes. In 2016, WFP supported home-grown school meals programmes in 45 countries. With a view to aligning and improving approaches to home-grown school meals, WFP joined forces with FAO, IFAD, the Global Child Nutrition Foundation, the Partnership for Child Development, and the New Partnership for Africa's Development to agree on and document a common approach.

Food assistance for assets

55. WFP implemented FFA in 53 countries in 2016, improving the food security of vulnerable households and communities by protecting and restoring livelihoods, supporting safety nets, reducing risks, and strengthening the resilience of people and communities to shocks and stressors while also developing national and local capacities.

- *Guidance manual.* The newly released FFA Programme Guidance Manual, which supports the implementation of FFA programmes at the country level, covers all programme phases, from identifying the background and positioning the programme to ensuring the sustainability and continuity of FFA programmes in different contexts.
- *Field study.* An ongoing field study in, Guatemala, Kenya, the Niger, Sri Lanka and Zimbabwe is examining how FFA programmes can contribute to women's socio-economic empowerment and nutrition. The study is exploring the design and implementation of FFA programmes, including the transfers they provide and the assets they build, and how these can support the transformation of unequal gender relations to promote shared power, control of resources and decision-making between women and men, and ultimately to serve as an effective tool for improving women's nutrition. The study's consolidated findings and recommendations will be released in May 2017.
- *Beneficiary estimations.* Three methodologies have been developed to estimate the numbers of people who benefit indirectly from FFA projects as "tier-2 beneficiaries". This should allow country offices to produce more accurate figures for planned and actual tier-2 beneficiaries in their CSPs.
- *Asset benefit indicator.* A new asset benefit indicator developed for FFA programmes as part of the new CRF measures the proportion of the population in targeted communities that benefits from an enhanced livelihood asset base, as perceived and reported at the household level.

Support for smallholder farmers: Purchase for Progress and the Farm-to-Market Alliance

56. In August 2016, WFP established a Smallholder Market Support and Coordination Group to develop and improve linkages among its smallholder-support initiatives. The Purchase for Progress (P4P) Unit supports the group as its secretariat and has produced a comprehensive review of ongoing pro-smallholder initiatives. In support of this step to providing a more coordinated and united approach to achieving the new Strategic Results 3 and 4,[17] WFP has also:

- developed a Smallholder Market Programme Guidance Manual as a tool for country offices to design pro-smallholder initiatives in line with Strategic Result 3; following workshops and field testing, the manual was disseminated throughout WFP in early 2017;
- produced an M&E framework with a comprehensive theory of change for smallholder market support and related results, indicators, guidance material and data collection tools;
- finalized the P4P Global Learning Agenda, by producing learning documents from the pilot;
- developed fact sheets to capture the many changes driven by P4P implementation; and
- used learning from the Farm-to-Market Alliance, explained in Box 3, to support the move from subsistence to market-oriented farming.

[17] WFP/EB.2/2016/4-A/1/Rev.2*.

Box 3: ***The Farm-to-Market Alliance***[18]

WFP is helping smallholder farmers in Rwanda, the United Republic of Tanzania and Zambia to obtain access to new opportunities as part of a consortium of public and private institutions known as the Farm-to-Market Alliance.

The alliance supports smallholders moving from subsistence farming to market-oriented agriculture by connecting demand for their crops with commercial markets and helping them obtain formal contracts. Such contracts facilitate farmers' access to the credit, resources and services necessary to plant and harvest quality crops, which can boost incomes and build long-term resilience.

During the first year of the alliance, ten buyers signed contracts with farmers, validating the underlying business model for enabling increases in yields and farmers' incomes through access to quality inputs, finance, equipment and knowledge – none of which would have been available to farmers without the initiative. In the United Republic of Tanzania, where about 50 percent of participating farmers are women, the loan repayment rate was 81 percent at the end of 2016 and is expected to rise to 97 percent by March 2017.

Farmers reported increases in production thanks to services available through the alliance, and applied post-harvest loss technologies to reduce food waste. The alliance will expand its operations to Kenya in 2017.

More effective gender strategies and action

57. WFP's Gender Policy calls for integrating gender equality and women's empowerment into all of its activities. In 2016, each regional bureau developed a Gender Implementation Strategy, providing the framework for developing country office Gender Action Plans to guide gender mainstreaming, with a focus on preventing gender-based violence in country-level programming and operations. By the end of the year, all regional bureaux had the support of a gender specialist working with them to implement their action plans.

58. The national zero hunger strategic reviews include gender and age analysis to inform design of the CSPs. The analysis uses the gender marker code of the IASC to identify where gender equality should be explicitly mentioned in the plan and to ensure that all plans meet the established standards.[19]

59. The WFP Gender Equality Award, a certification programme piloted with UNDP in 2016, recognized the country offices of Myanmar, Peru and South Sudan for their excellent work in promoting gender equality and women's empowerment. Following the pilot, WFP launched its Gender Transformation Programme with ten participating country offices.[20] The programme sets 39 benchmarks in seven categories of work that are relevant to WFP's operations. Participating offices must show commitment to the process by providing a baseline assessment and an improvement plan. At the final stage of the programme, each county office will be accredited based on its performance. WFP expects all country offices to be certified under this programme.

Accountability to affected populations

60. Accountability to affected populations focuses on engaging the people who are assisted by WFP's response to crisis. It promotes two-way communication and dialogue throughout the project cycle. In 2016, WFP made significant progress worldwide on the three components of strong accountability to affected populations:

- *Information.* Country offices have continued their efforts to provide accurate, timely and accessible information about WFP assistance to affected people. For example, surveys carried out by WFP field staff in 32 of the 35 districts where WFP operates in Lao People's Democratic Republic revealed that some women cannot speak or read Lao because of chronic gender inequalities. After community consultations, WFP developed "picture-only" posters so that its messages reached the intended audience regardless of literacy.

[18] The alliance was previously known as the Patient Procurement Programme.

[19] **Part III of this report discusses WFP's performance in terms of the gender marker in 2016.**

[20] Afghanistan, Egypt, Kenya, Kyrgyzstan, Lao People's Democratic Republic, Nicaragua, the Niger, Pakistan, Rwanda and the Sudan.

- *Consultation.* WFP has taken additional steps in systematically seeking the views of all segments of an affected population and inviting feedback throughout each stage of the project cycle. For example, intensive consultations with beneficiaries of WFP's unrestricted cash programme in Iraq provided greater insights into how assistance is changing: i) food purchasing habits; ii) outcomes in terms of safety and dignity; and iii) impact on broader social dynamics at the household and community levels. This information is being used to improve the quality of the operation.
- *Complaints and feedback mechanisms.* Since 2014, WFP has sought to ensure that it provides a means for affected people to voice complaints and provide feedback on WFP operations in safe and dignified conditions; two thirds of country offices now have at least one complaints and feedback mechanism in place. For example, in Turkey, WFP established a call centre and information hotline that handles feedback and complaints relating to WFP's large emergency social safety net programme for Syrian refugees. This approach is particularly suitable because most Syrian refugees in Turkey live outside camps and have access to mobile phones.

Addressing SDG 17 – partnering to achieve the SDGs

Working with national governments

61. In 2016, WFP developed a framework to guide country offices in providing capacity strengthening. Based on fieldwork in ten countries and a knowledge partnership with Sweden's Lund University, it also developed practical tools to support application of the framework and to strengthen WFP's ability to monitor progress in building stronger national capacities. For the past two years, the Nairobi Regional Bureau has worked with the Swedish Disaster Management Agency to assess and map the capacities of the Kenya, Rwanda and Uganda country offices to engage in country capacity strengthening. This approach could be replicated in other regions.

Working with non-governmental organizations

62. NGO partners are vital to WFP operations. They help WFP to serve hard-to-reach areas and to understand communities' needs and priorities, and they provide specialist skills. Implementation of the Corporate Partnership Strategy, which articulates WFP's commitment to partnering principles, has helped trigger a steady shift from transactional relations towards more partnerships focused on creating added-value for the people WFP serves. Achievements in 2016 included:

- establishing an emergency field-level agreement protocol and arranging a high-level Annual Partnership Consultation, hosted by the Executive Director;
- beginning work on joint capacity strengthening with the International Federation of Red Cross and Red Crescent Societies targeting national societies as national first responders; and
- identifying gaps in field-level management of NGO partnerships with a view to adopting new corporate guidance as a central component of the IRM, which aims to equip country offices to realize the full value and impact of strategic partnerships with civil society actors.

Working with the United Nations system

63. WFP is committed to working with partners throughout the United Nations system to achieve collective outcomes that reduce risk and vulnerability in humanitarian contexts over multi-year timeframes in support of the 2030 Agenda. During 2016 this included WFP working with and supporting:

- *the Office for the Coordination of Humanitarian Affairs (OCHA), UNDP, FAO and the World Bank* on launching the Global Preparedness Partnership in Istanbul that will build on each partner's comparative strengths to provide technical assistance for emergency preparedness and disaster risk reduction to members of the Vulnerable Twenty Group of Ministers of Finance of the Climate Vulnerable Forum;
- *UNICEF, UNHCR and OCHA* on an initiative to harmonize and simplify partnership tools and processes;

- *the World Bank* on scaling up engagement and exploring opportunities for collaboration in shock-responsive social protection systems through operational research at the country level and technical cooperation; and
- *the United Nations Secretariat* to support the Secretariat's efforts to define the future of the United Nations-World Bank Partnership.

Working through clusters

Logistics Cluster

64. The Logistics Cluster, led by WFP, brings together organizations responding to humanitarian emergencies. At the global level, the Logistics Cluster provides strategic guidance to broaden knowledge and improve decision-making in humanitarian logistics. It also works with local and national governments on system-wide preparedness and contingency planning. In 2016 the Logistics Cluster:

- coordinated inter-agency humanitarian convoys, facilitated the delivery and storage of 87,239 mt of relief supplies and supported the distribution of 1.3 million litres of fuel;
- supported 454 national and international NGOs, United Nations agencies, foundations, civil society organizations, and government agencies;
- deployed 18 staff members from WFP Headquarters and 26 from partnering organizations to 12 operations worldwide;[21]
- trained 400 people through 15 training courses to improve the capacity of humanitarian organizations to respond to emergencies;
- held two global meetings with 42 organizations to share skills and experiences in emergency response; and
- commissioned lessons-learned exercises on cluster performance in three operations.

Food Security Cluster

65. The global Food Security Cluster (gFSC), co-led by WFP and FAO, provided coordinated solutions in 30 countries in 2016, including all system-wide Level 3 emergencies and scaled-up operations in Haiti, Nigeria and 14 other countries, in response to El Niño impacts and in the Pacific region. This represented a 12 percent increase in support to food security coordination compared with 2015. Activities in 2016 focused on achieving three strategic results: i) strengthening and developing national cluster capacity with in-country technical training; ii) harmonizing and globalizing the information management system; and iii) improving operational and surge support to national clusters.

Emergency Telecommunications Cluster

66. WFP leads the Emergency Telecommunications Cluster (ETC), strengthening and leveraging its role in brokering partnerships and services and rapidly restoring communications in emergencies. In 2016, WFP and its partners led humanitarian response operations in emergencies in the Central African Republic, Haiti, Iraq, Nigeria, South Sudan, the Syrian Arab Republic and Yemen. For the first time, the ETC was activated for preparedness activities in the Pacific region. As part of the ETC 2020 strategy, the ETC Connectivity for Communities project was launched in Iraq and a community assessment was undertaken in Haiti.

Nutrition Cluster

67. WFP has been an active member of the global Nutrition Cluster and the Inter-Cluster Nutrition Working Group, and became a permanent member of the cluster's Strategic Advisory Group in March 2017. The first WFP-UNICEF Joint Emergency Response Simulation (JERS), held in 2016, had a strong nutrition focus aimed at improving the efficiency of joint nutrition responses in emergencies.

[21] The Central African Republic, the Democratic Republic of the Congo, Ethiopia, Fiji, Haiti, Iraq, Nigeria, Somalia, South Sudan, the Syrian Arab Republic, Ukraine and Yemen.

Organizational strengthening

Review of Fit for Purpose

68. In April 2012, the Executive Director launched a process of reflection through a rapid organizational assessment. This resulted in a series of organizational strengthening activities from 2013 to 2016 that became known as the "Fit for Purpose" initiative. In late 2016, WFP reviewed results of this initiative, guided by an internal advisory group and a supplementary review of three WFP investments by an external consultant. A summary report of the review was provided to the Executive Board in January 2017, and a more detailed report was made available in February.

69. The review noted that in 2012, WFP was a global humanitarian organization with a reputation for "getting the job done" in the most difficult operational circumstances. The Fit for Purpose initiative sought to strengthen WFP, building on its core strengths and addressing issues that required attention.

70. The review identified the successes and challenges of this complex organizational strengthening work noting that "not everything worked as planned and some missteps were taken along the way". It concluded that there was clear evidence that "WFP is demonstrably stronger than it was in 2012", noting the following:

- There is a stronger evidence base for WFP's policies and programmes, and programme implementation has been reinforced by extensive training in core programme skills.
- There is a more robust and professional approach to every aspect of WFP's people management, including an increased focus on training and support for national staff, who form the backbone of WFP's operational effectiveness.
- WFP has become a leader in cash-based programming and transfer mechanisms, which are now rooted in new systems and supported by clear guidance and extensive training of staff.
- The Board has approved a road map for WFP's work to achieve the SDGs through country-driven strategic planning, an improved financial framework and more effective results measurement. The IRM builds on the extensive piloting of many of the outcomes of Fit for Purpose.
- The review concluded that "while a huge amount has been achieved, more remains to be done. WFP must continue to evolve, change and improve to meet and surmount each new challenge to achieving zero hunger. Fit for Purpose places WFP in a strong position to do so."

71. Part III of this report contains further findings from the review that relate to individual management results dimensions.

Strategic shift in people management in WFP

72. WFP's greatest strength is the dedicated women and men who work for it. The WFP People Strategy, endorsed by the Board in 2014, has sought to build an engaged workforce with the right skills in the right roles to enable WFP to fulfil its humanitarian response role while building its capabilities to address the longer-term goal of zero hunger. The following presents the four imperatives of the People Strategy and indicates the significant progress seen in each during 2016:

- Reinforce a performance mindset by recognizing and rewarding successful performance and reinforcing line managers' accountability. A new framework was implemented to address poor performance, and career frameworks have been enhanced to reinforce a culture of continuous development and strong performance.
- *Build WFP's talent by building the right skills and capabilities to enable WFP to deliver on its evolving mandate.* During 2016, the online Learning Management System was upgraded to provide a better learning experience and a single entry point for WFP's highly dispersed workforce. There were 46,684 course completions registered, a significant increase over 2015. The content of the courses has also been improved by adding world-class generic learning resources and offering new functional training courses. WFP has also put a new electronic recruitment process in place to increase outreach and reduce processing times.

- Shift the focus to the country level and ensure that national staff members are engaged and provided with opportunities to continue building their capacities. During 2016, WFP began exploring the potential for using national expertise for functions traditionally carried out by international professionals. It looked at whether sufficient progress had been made in shifting long-serving national personnel from service-type appointments to staff appointments.
- *Equip high-impact leaders by enhancing leadership and management capabilities.* WFP enhanced the P-5 to D-1 promotion process to include a combination of internal and external assessments of candidates to ensure that leadership potential is identified and that all WFP leaders meet targets for leadership capabilities. WFP continued to implement the successful Leading for Zero Hunger programme and its flagship women's leadership programme, INSPIRE.

More effective project monitoring, reviews and evaluations

73. WFP took further action in 2016 to improve the quality and effectiveness of project monitoring. This included support in the following areas:

- *Theories of change.* Corporate theories of change were developed in close collaboration with the relevant divisions and technical units, providing a foundation for formulating the CRF and its outcome and output categories and indicators.
- *Decentralized evaluations and reviews.* Two comprehensive guidance packages were developed and rolled out to inform WFP staff on how to plan for, commission, manage and use decentralized evaluations and reviews. This also included establishment and enhancement of support systems for decentralized evaluations, including a helpdesk to support the function, an outsourced quality support service to provide expert feedback on draft evaluation deliverables, a Contingency Evaluation Fund to support countries in commissioning planned and budgeted evaluations in under-funded situations, and long-term agreements with 13 consultancy firms and research institutions to provide decentralized evaluation services.
- *Monitoring and evaluations.* Further training targeting all M&E officers in WFP was offered though the corporate Monitoring and Evaluation Learning Programme, which is now available in English, French and Spanish
- *Data platforms.* Data capture, storage and analysis platforms were supported, tested and rolled out to regional bureaux to increase data integration, address data discrepancies and accelerate data analysis and visualization for better learning and accountability purposes.

74. The Synthesis Report of 2015–2016 Operation Evaluations found that more data were collected, especially on corporate programmes, and that outcome data were more readily available. There were notable improvements where indicators were familiar and detailed methodologies were available. For example food security indicators for Strategic Objective 1 had reporting rates of more than 85 percent.

The Integrated Road Map

75. Development of the IRM to realign WFP's strategy, programme structure, financial framework and results reporting was a major focus of 2016. Designed to transform WFP's ability to help countries achieve the SDGs by 2030, and approved by the Board in November, the IRM comprises four elements developed in large measure through Fit for Purpose investments:[22]

- *The WFP Strategic Plan (2017–2021)* outlines how WFP will operationalize its work to support national leadership and SDG achievement at the country level. WFP will prioritize SDG 2 on achieving zero hunger, and SDG 17 on partnering to support implementation of the SDGs. Each Strategic Goal is articulated as Strategic Objectives.
- *The Policy on Country Strategic Plans* was integral to operationalizing the Strategic Plan in country offices and improving the coherence, focus and operational effectiveness of WFP's assistance to support countries in making progress towards zero hunger.

[22] See Fit for Purpose report.

- *The Financial Framework Review* aims to increase operational effectiveness through realistic financial planning, enhanced accountability, streamlined processes and harmonized financial and results frameworks. Three work streams were prioritized in 2016: budgeting for operational effectiveness, which delivered the country portfolio budget structure; resource-based planning, which was piloted and enabled the roll-out of standardized implementation plans to all country offices in 2016; and macro-advance financing, which was piloted in five country offices.[21]
- *The Corporate Results Framework* will be used to assess performance in meeting strategic objectives through Strategic Results that correspond to the targets of SDGs 2 and 17.

76. Through these elements, the IRM strengthens WFP's contribution towards bridging the humanitarian–development divide and allows the organization to design and deliver coherent portfolios, instead of the previous project-based approach. Under this new approach, country offices will be better positioned to support the countries where WFP operates through an increased emphasis on maximizing and measuring results.

77. Part IV of this report considers the actions needed to implement the IRM in 2017 and beyond.

[21] Lessons learned, potential gains in efficiency and associated risks will be assessed and reported to the Board in 2017.

PART II – PERFORMANCE RESULTS BY STRATEGIC OBJECTIVE

This section provides an overview of WFP performance in 2016, during which it managed 202 projects in 82 countries, providing direct assistance to 82.2 million beneficiaries, delivering 13 billion daily rations, and greatly increasing the use of CBTs in its efforts to ensure value for the people it serves. The section examines WFP's performance against the goals of WFP's four Strategic Objectives, with supplementary information on cross-cutting results in areas relating to gender equality, protection and accountability to affected populations, and partnerships. It also provides an overview of results from the largest WFP trust fund projects implemented at the country level.[26]

78. The 2016 assessment of WFP's progress towards the four Strategic Objectives of its Strategic Plan (2014–2017) is based on the: i) monitoring data presented in Standard Project Reports for projects active during the year; and ii) output- and outcome-level results for corporate indicators in the Strategic Results Framework.[27] Qualitative analyses of results – including region-specific examples of challenges and successes – complement the quantitative account of WFP's performance in 2016.

79. The methodology for assessing WFP's contribution to humanitarian and development results is in line with the methodology introduced in its 2014 APR.[28] An analysis that views both the planned and actual[29] levels of financial resources supporting WFP's performance at the output and outcome levels supplements the assessment.

Overview of WFP activities

80. In 2016, WFP managed 202 projects in 82 countries, providing direct assistance for 82.2 million beneficiaries using CBTs and food distributions. This was the highest number of beneficiaries since 2013 (Figure 6).

Figure 6: ***WFP working for a positive impact on the lives of 795 million undernourished people***

[26] A trust fund is established when a contribution is received locally to fund an activity outside regular WFP operations, including one that targets different beneficiaries. Trust funds can take the form of trust fund projects or operational grants.

[27] Details are provided in Annex II.A.

[28] The methodology is explained in Annex II.B.

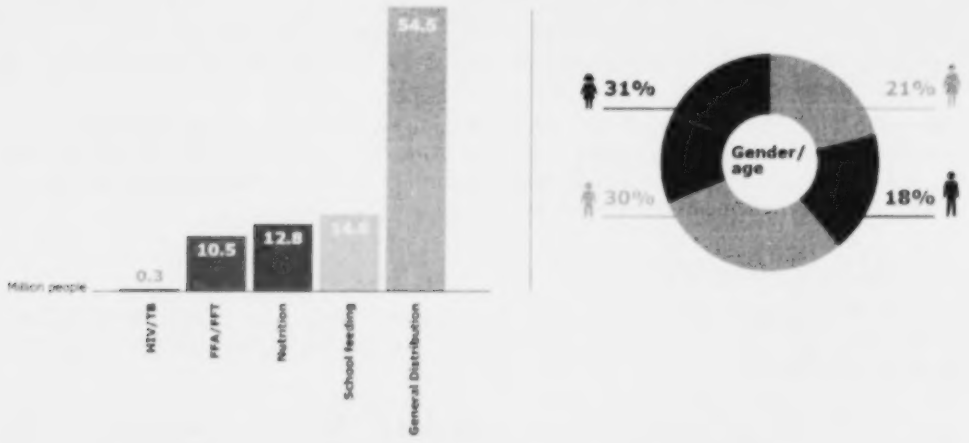
[29] As in previous years, this analysis is based on the amount of financial resources calculated from data on food and CBT distributions and capacity development. WFP's revised financial framework will provide direct linkages between the spending of funds and the achievement of results.

81. Most direct beneficiaries were assisted through general food distributions or CBTs reflecting the scale of WFP's emergency response in 2016. In addition:

- 14.9 million schoolchildren received targeted assistance;
- 12.8 million beneficiaries were assisted through nutrition-specific activities to supplement relief work and address undernutrition; and
- 10.1 million people were assisted through FFA and 0.4 million through food assistance for training (FFT), primarily in post-emergency settings and development contexts.

82. Children – 24.7 million boys and 25.4 million girls – remained the primary focus of WFP' support, accounting for 61 percent of beneficiaries. The 17.6 million women assisted accounted for 21 percent. Figure 7 illustrates the breakdown of WFP beneficiaries by activity and gender/age.

Figure 7: ***WFP's direct beneficiaries – by activity and sex/age***



83. Fourteen million beneficiaries were supported using CBTs, including commodity vouchers. This represented a significant increase from the 9.6 million supported in 2015. The value of CBTs was USD 880 million in 2016, up from USD 670 million in 2015. In many countries, CBTs are used to strengthen social protection systems and are an effective way of facilitating financial inclusion and the development of local financial ecosystems.

84. Trust fund projects, which provided an additional 1.8 million[28] people with CBTs or food, were supported mainly by host governments. More than 80 percent of trust fund beneficiaries – 1.6 million schoolchildren – were supported through school meals programmes.

85. As well as providing food or CBTs, WFP also invested resources in capacity strengthening and service delivery to support the achievement of food security and nutrition outcomes (Figure 6). More than 2 million people were involved in nutrition-related behaviour change communication, including men in targeted communities and caregivers who received messages to guide their counselling efforts. Work on improving smallholder farmers' access to markets now supports more than 1.5 million members of farmers' organizations worldwide. WFP trained 80,000 staff members of government and other partners on policy design and implementation, monitoring, emergency telecommunications, security and other elements in the provision of food assistance. The United Nations Humanitarian Air Service (UNHAS) transported 290,000 humanitarian workers to some of the world's most hard-to-reach locations.

86. During 2016, methodologies developed to estimate the number of indirect beneficiaries of FFA activities showed that an estimated 13.2 million people benefited from assets created or rehabilitated by WFP in 2016 (Figure 6). WFP will support country offices in using these methodologies to enhance estimates of indirect beneficiaries of FFA programmes, as part of the CSP roll-out.

[28] This is the aggregated number of direct beneficiaries of trust fund projects included in this report.

87. Examples of people expected to benefit from programmes designed or deployed with WFP's assistance are provided in the subsection on "Results of trust fund projects". Evidence from several countries shows that at least 70 million people in the countries sampled are expected to benefit from government programmes designed and deployed with WFP support (Figure 6).

Analysis of rations provided

88. Rations[29] of food and CBTs are WFP's main inputs for achieving planned outputs and outcomes. In 2016, WFP analysed the extent to which planned rations were delivered in its projects and the gap between assessed needs and actual food and CBTs delivered.

89. In 2016, WFP delivered 13 billion daily rations. Figure 8 provides the results of analysis of the number of rations delivered in the 133 projects that included direct provision of food, CBTs or commodity vouchers. The rations analysis shows that WFP had to deliver fewer rations than planned in all activities. The "rations gap" represents the gap between the number of rations delivered and the number planned. The "food gap" and the "CBT gap" indicate the shortfalls in the total amount of food or CBTs distributed compared with the total amount planned. Gap analysis shows that the food or CBT shortfall was often larger than the ration gap, indicating reductions in ration sizes.

Figure 8: ***Analysis of food and CBT rations provided in 2016***

	Rations Analysis		Gap Analysis (%)		
Activities	Rations delivered (% of planned)		Rations Gap	Food Gap	CBT Gap
General Distribution	8.7 billion	(85%)	15	30	41
School Feeding	2.1 billion	(51%)	49	51	76
Nutrition	1.3 billion	(49%)	51	46	78
FFA/FFT	0.8 billion	(34%)	66	67	71

90. *General distribution gap.* The gap analysis for general distributions found that WFP delivered 85 percent of planned rations in 2016 but, overall, rations had a lower food value than planned: 30 percent lower for food transfers and 41 percent lower for CBTs. This means that managers decided to maintain or increase the number of beneficiaries reached by reducing the size of rations. These decisions have taken various forms. In the Yemen emergency, which accounted for almost 15 percent of global food distributions, WFP introduced a mechanism that targeted 6 million beneficiaries on a rotating two-monthly basis, with food distributions reaching 3 million beneficiaries in one location with a one-month entitlement in the first month and another 3 million beneficiaries in a different location in the following month. This meant splitting the monthly entitlement – which had already been reduced to 75 percent of the planned caloric value – into two-month entitlements, each corresponding to approximately 37.5 percent of the planned caloric value. While increasing beneficiary outreach, the mechanism impeded full achievement of food security outcomes. More than two thirds of CBT programmes were delivered through general distributions, in which the CBT gap was smaller than the gap in any other activity.

91. *School feeding and nutrition gaps.* For school feeding and nutrition, approximately half of planned rations were delivered, using half of planned food, implying that ration sizes were not reduced to feed more beneficiaries. Commodity baskets of nutritious foods in line with the planned entitlement contributed to the overall achievement of nutrition outcomes in 2016, albeit for smaller populations than those planned. For school meals and nutrition programmes using CBTs, the food value gap was larger meaning that ration sizes were reduced. However, these programmes represented only 5 percent of 2016 CBT deliveries.

92. *FFA and FFT gaps.* For FFA and FFT only 34 percent of planned rations were delivered and the food value gaps for food and CBTs were broadly similar. As noted in the 2016 Management Plan,

[29] A ration is defined as a single meal or equivalent CBT to address a beneficiary's food insecurity. The planned amount of rations is presented by WFP in its Management Plan.

FFA activities are subject to the most significant decreases during prioritization, based on fund availability for country offices' work plans.

93. According to country offices, lack of funding, delays in confirming contributions and the earmarking of funding for specific activities were the main reasons for cuts in ration size. Country offices also cited programme management factors such as delays in implementation, supplier delays, logistical challenges in the purchase and delivery of commodities, and restricted humanitarian access linked to violence, political interference or poor weather conditions.

Results by Strategic Objective

94. An overview of WFP's performance at the Strategic Objective level is shown in Table 1. The sections that follow discuss this performance, providing assessments at the output and outcome levels as supporting evidence.

Table 1: **Overall performance by Strategic Objective**

Strategic Objective	*Performance*
1 – Save lives and protect livelihoods in emergencies	
2 – Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies	
3 – Reduce risk and enable people, communities and countries to meet their own food and nutrition needs	
4 – Reduce undernutrition and break the intergenerational cycle of hunger	

95. The following colour scheme is used to illustrate WFP's programming performance in 2016. For additional information on the assessment methodology, see Annex II-B.

Green	Projects have either achieved their target or are on-track to achieving their target
Amber	Projects have made some progress but desired targets have not been met or progress towards desired targets is deemed slow
Red	Projects have made very slow progress, no progress at all or have regressed
Grey	Insufficient data are available to enable the monitoring of WFP-wide progress

96. The estimated volume of inputs for WFP's planned activities in a year is based on the assessed needs of targeted beneficiary groups,[30] although WFP is aware that as a result of funding shortfalls only a portion of its identified needs will receive a favourable funding response. In 2016, overall achievement of the needs-based programme of work was 60 percent.[31]

97. Nevertheless, WFP has achieved significant results. A gap in inputs is not always manifested at the outcome level for two reasons: i) WFP can mitigate resource shortfalls by, for example, cutting the calorific content of daily rations, making food substitutions, shortening the length of the assistance period or reducing the number of beneficiaries; and ii) while estimates of resource needs are based on assessments of entire targeted beneficiary populations, many outcome

[30] During 2016, WFP completed the roll-out of its country office tool for managing effectively (COMET), designed to facilitate programme planning and implementation and the monitoring of actual results. Planning figures by Strategic Objective and activity reflect updated needs-based plans, documented in COMET, and the changes in operating environment and budget revisions that occurred following approval of the Management Plan (2016-2018) during EB.2/2015.

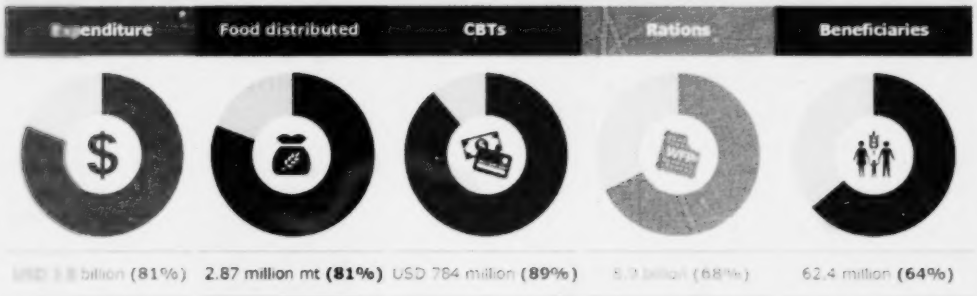
[31] Part III of this report presents analysis of the key performance indicator "% Planned achievement of food assistance".

indicators are measured only among the people who actually benefit from WFP assistance. This means that, for example, malnutrition recovery rates are measured only among treated patients, and school enrolment is measured only in WFP-assisted schools.

98. Despite funding shortfalls, WFP can demonstrate results, but with reduced scope and affecting fewer beneficiaries or affecting them to a lesser extent than initially planned.

Strategic Objective 1

Save lives and protect livelihoods in emergencies



99. WFP's work under Strategic Objective 1 focuses on emergency responses in which food assistance is rapidly deployed to address urgent needs and reduce undernutrition. Strategic Objective 1 also includes early-recovery programmes that create assets and human capital, and the development of local, national and regional capacities to predict, assess and respond to food-security shocks.

100. In 2016, more than 80 percent of all WFP programme expenditure was spent on Strategic Objective 1, supporting 64 percent of programme beneficiaries. This reflects the continued priority that WFP and donors give to life-saving interventions in the context of continued high levels of complex protracted emergencies. The number of people assisted in emergencies increased by almost 10 million, reflecting two new and large emergency responses to the impact of El Niño in eastern and southern Africa and the crisis in northeastern Nigeria.

101. USD 784 million in CBTs was distributed to affected populations under Strategic Objective 1, representing almost 90 percent of all CBTs provided during the year.

102. During emergencies in 2016, WFP contributions proved effective in both saving lives and protecting livelihoods by achieving positive food and nutrition security outcomes, supporting increased humanitarian access and helping ensure uninterrupted implementation of relief programmes. This positive performance reflected strong donor support, which helped WFP reach beneficiaries at the right time and provide adequate rations. Some 70 percent of overall needs in emergencies were met during the year.

Outcome 1.1 – ***Stabilized or reduced undernutrition among children aged 6–59 months and pregnant and lactating women***

103. In 2016, WFP's work under this outcome included nutrition-focused interventions conducted in 41 operations in 31 countries to prevent deterioration of nutrition, and related mortality in vulnerable populations, and to rehabilitate acutely malnourished people in disaster- and conflict-affected zones.

104. Outcome monitoring of programmes found that WFP made strong contributions to recovery from acute malnutrition by children and pregnant and lactating women. In countries with high malnutrition rates in the Lake Chad basin, WFP's continuous investment in strengthening the intervention capacities of local actors that deliver nutrition services led to progressive improvements in the nutrition status of children under 5.

105. WFP country offices also reported high coverage of populations through nutrition interventions in targeted zones. Where targets were not achieved, access restrictions were noted as a factor hampering the delivery of nutrition programmes in conflict-affected areas. Regarding monitoring challenges, countries in the eastern Africa region noted that the recommended methodology for measuring coverage[32] was costly and highly technical while the alternative desk-based method for calculating coverage was not always feasible because of lack of reliable demographic data.

106. Using the findings from improved monitoring, WFP is also able to draw conclusions regarding the proportion of targeted populations participating in an adequate number of distributions in 2016.

107. In the following tables, outcome indicators in bold are those considered "key" in the Strategic Results Framework (2014–2017).

Table 2: **Outcome 1.1 – Stabilized or reduced undernutrition among children aged 6–59 months and pregnant and lactating women**

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating	Performance highlights
1.1.1 Moderate acute malnutrition (MAM) treatment:					• More than 4 million children and pregnant and lactating women in reporting projects received nutrient-dense foods to treat MAM • The desired proportion of beneficiaries had recovered and was discharged from treatment in reporting projects. Only 2 projects reporting defaults did not meet the 2016 target
– default rate	29	27	93%		
– mortality rate	29	27	93%		
– non-response rate	29	27	93%		
– recovery rate	29	27	93%		
1.1.2 Proportion of target population that participates in an adequate number of distributions	29	20	69%		• In reporting projects, 2 million children and pregnant and lactating women received nutrient-dense food to prevent acute malnutrition[33] • In 75% of reporting projects beneficiaries participated in more than two-thirds of distributions – the corporate target was 66%
1.1.3 Proportion of eligible population that participates in programme	39	31	79%		• On average, 81% of the eligible population in the 31 reporting projects participated in WFP's nutrition activities

Output A (Nutrition): Food, nutritional products, non-food items and CBTs distributed in sufficient quantity and quality and in a timely manner

Output indicators	Planned	Actual	Achieved
Number of women, men, boys and girls receiving food assistance (million)	7.9	6.9	
Quantity of food distributed (thousand mt)	194	95	
Value of CBTs to beneficiaries (million USD)	5	2.9	

[32] The Semi-Quantitative Evaluation of Access and Coverage (SQUEAC) survey.

[33] This is the first time WFP is able to assess performance against this indicator.

Number of institutional sites assisted: health centres	6 481	7 533	
Output K: Messaging and counselling on specialized nutritious foods and infant and young child feeding practices implemented effectively			
Output indicators	**Planned**	**Actual**	**Achieved**
Number of women exposed to nutrition messaging supported by WFP	305 078	236 003	
Number of men exposed to nutrition messaging supported by WFP against proportion planned	222 924	153 692	
Number of women receiving nutrition counselling supported by WFP against proportion of planned	513 764	369 158	
Number of men receiving nutrition counselling supported by WFP against proportion of planned	423 677	284 119	
Number of targeted caregivers (male and female) receiving three key messages delivered through WFP-supported messaging and counselling	991 047	541 364	

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of expenditures against projected operational requirements (million USD)	153	98	

Outcome 1.2 – ***Stabilized or improved food consumption over assistance period for targeted households and/or individuals***

108. WFP continued to stabilize or improve the food security of emergency-affected populations through general distributions of food or CBTs in 2016. Almost 52 million people received more than 2.7 million mt of food and USD 761 million in CBTs, which accounted for 77 percent of all food and 86 percent of all CBTs distributed by WFP during the year. In the majority of operations, assisted households reported improved food consumption, diversified diets and a reduction in negative coping strategies such as skipping meals, reducing portion sizes or selling productive assets.

109. In southern Africa, the 2015/2016 harvest was insufficient to cover cereal needs because of El Niño-related drought and weather-related stress. This triggered a second consecutive year of food insecurity with an estimated 32 million people classified as food-insecure throughout the region. The massive scale-up of WFP's response almost doubled the number of people assisted, translated into improved food consumption for beneficiary populations, especially compared with populations not receiving WFP assistance. In the Middle East and North Africa region, the diversification of transfer modalities contributed to improved dietary diversity in most countries.

110. Funding shortfalls in 2016 led to ration cuts for general distributions. In countries including Afghanistan, the cuts were coupled with access issues, limited employment opportunities and restricted production because of weather patterns – all of which are contributing factors for household food insecurity.

Table 3: **Outcome 1.2 – Stabilized or improved food consumption over assistance period for targeted households and/or individuals**

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating	Performance highlights
1.2.1 Food consumption score	**73**	**65**	**89%**		• 49 reporting projects contributed to reducing the proportion of households with

Table 3: **Outcome 1.2 – Stabilized or improved food consumption over assistance period for targeted households and/or individuals**

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating	Performance highlights
					poor or borderline food consumption scores, achieving at least 90% of 2016 targets/milestones • Only 3 of the 73 reporting projects made slow progress
1.2.2 Diet diversity score	**72**	**64**	**89%**		• 47 of the 64 reporting projects contributed to stabilizing or increasing household diet diversity scores, achieving at least 90% of 2016 targets/milestones
1.2.3 Coping strategy index	**43**	**41**	**95%**		• 37 of the 41 reporting projects contributed to stabilizing or decreasing negative coping strategies, achieving at least 90% of 2016 targets/milestones

Output A General food distribution (GFD): Food, nutritional products, non-food items and CBTs distributed in sufficient quantity and quality and in a timely manner

Output indicator	Planned	Actual	Achieved
Number of women, men, boys and girls receiving food assistance (million)	52.7	51.7	
Quantity of food distributed (thousand mt)	4 032	2 744	
Value of CBTs to beneficiaries (million USD)	1 308	761	

Financial inputs

Input indicator	Planned	Actual	Achieved
Value of expenditures against projected operational requirements (million USD)	4 815	3 307	

Outcome 1.3 – ***Restored or stabilized access to basic services and/or community assets***

111. In 2016, WFP conducted 16 emergency and early recovery operations in 13 countries, which aimed to help restore or stabilize access to community assets and services. These included school meals activities and assistance to people living with HIV/AIDS. Most projects achieved outcome-level performance milestones/targets and managed to assist growing numbers of people in need.

112. The school meals programmes in Mozambique and Zimbabwe were implemented based on the request of the Government in response to the crisis related to El Niño. To tackle the pressing needs in Zimbabwe, WFP promoted the re-establishment and scale up of a national home-grown school feeding programme, to be managed by the Ministry of Education. In Mozambique, food and nutrition insecurity had led to school drop-out rates of 50 percent in the targeted regions. When WFP introduced its school feeding programme, more than half of the students who had dropped out returned to school.

Table 4: **Outcome 1.3 – Restored or stabilized access to basic services and/or community assets**

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating	Performance highlights
1.3.1 Retention rate of boys and girls in WFP-assisted schools	10	7	70%		• The 7 reporting projects achieved rates of retention of children in schools that surpassed the corporate target of 70%
1.3.2 Enrolment rate of boys and girls in WFP-assisted schools	9	7	78%		• 5 projects registered positive growth in enrolment, achieving 90% or more of 2016 targets/milestones
1.3.3 Default rate of clients from:					• In 4 of the 6 reporting projects, the default rates among WFP-assisted ART clients was less than 15% – the Sphere standard for operating in emergencies[34]
– anti-retroviral therapy (ART)	6	6	100%		
– tuberculosis (TB) directly observed treatment (DOT)	3	3	100%		• The 3 reporting projects met targets for defaulting from TB-DOT by WFP-assisted clients
– prevention of mother-to-child transmission (PMTCT) programmes	1	1	100%		• The 1 project reporting on PMTCT programmes achieved the Sphere target on defaulting
1.3.4 Community asset score	8	4	50%		• 3 of the 4 reporting projects met or surpassed 2016 targets/milestones for increasing community assets

Output A (school meals, HIV/AIDS and FFA and FFT): Food, nutritional products, non-food items and CBTs distributed in sufficient quantity and quality and in a timely manner

Output indicator	Planned	Actual	Achieved
Number of women, men, boys and girls receiving food assistance (million)	2.7	2.8	
Quantity of food distributed (thousand mt)	61	36	
Value of CBTs to beneficiaries (million USD)	40	20	
Number of institutional sites assisted: schools	2 998	2 225	

Output B : Community or livelihood assets built, restored or maintained by targeted households and communities

Output indicator	Planned	Actual	Achieved
Kilometres of roads and mountain trails built/rehabilitated	2 536	1 095	
Hectares of land protected or improved, including forests planted	717	475	
Bridges constructed/rehabilitated	62	43	

Financial inputs

Input indicator	Planned	Actual	Achieved
Value of expenditures against projected operational requirements (million USD)	84	51	

[34] http://www.sphereproject.org/

Outcome 1.4 – ***National institutions, regional bodies and the humanitarian community are able to prepare for, assess and respond to emergencies***

113. WFP's ability to save lives and protect livelihoods in emergencies is directly related to the actions of governments, communities and regional organizations in preparing for and responding to shocks. In collaboration with national, regional and local disaster management organizations, WFP shares expertise in early warning, contingency planning and vulnerability analysis and mapping (VAM), and provides support in logistics, emergency telecommunications and engineering.

114. WFP support services to the humanitarian community in emergencies were well resourced, with donor funding covering the 2016 needs, and client and stakeholder surveys have demonstrated that WFP was effective in this role. Activities included disseminating information on infrastructure, customs, fuel availability and logistics bottlenecks; establishing communication networks and sharing reliable internet connectivity; storing and transporting relief items for the education, water and sanitation, shelter and food security sectors; and providing fuel to minimize assistance delays in remote locations. In addition, emergency responders regarded UNHAS as a critical lifeline to affected populations, as it enabled travel for 290,000 passengers to some of the world's most hard-to-reach locations.

115. The outcome-level evidence base for assessing WFP's performance in supporting institutional emergency preparedness was limited in 2016. A large number of government and partner staff received WFP technical assistance and training in emergency preparedness but more data are required to assess the contribution to changes in governments' response capacity. The Emergency Preparedness Capacity Index (EPCI) will remain part of WFP's CRF for 2017–2021 and its methodology and use will be enhanced to measure how effectively WFP works with host governments in establishing and managing disaster preparedness measures.

Table 5: **Outcome 1.4 – National institutions, regional bodies and the humanitarian community are able to prepare for, assess and respond to emergencies**

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating	Performance highlights
1.4.1 EPCI	9	4	44%		• 2 of the 4 projects reporting a value showed increased government capacity for emergency preparedness
1.4.2 User satisfaction rate	12	9	75%		• Users of WFP's logistics, emergency IT and UNHAS services reported satisfaction rates meeting targets in 7 of 9 reporting projects.[35] In the remaining 2 projects, satisfaction rates were above 80%

Output C: Logistics augmentation, UNHAS or emergency telecommunications services provided			
Output indicator	**Planned**	**Actual**	**Achieved**
Number of operational areas covered by common security telecommunications network (global average)	72	71	
Number of agencies and organizations using services provided by WFP such as transport, storage, data provision, coordination	1 510	1 737	
Quantity of humanitarian cargo handled, moved or transported (mt)	47 801	142 453	
Output D: Emergency management capacity created and/or supported			
Output indicator	**Planned**	**Actual**	**Achieved**
Government/partner staff receiving technical assistance and training (security, emergency telecommunications, food security monitoring, programme design and implementation, policy development)	14 523	13 870	

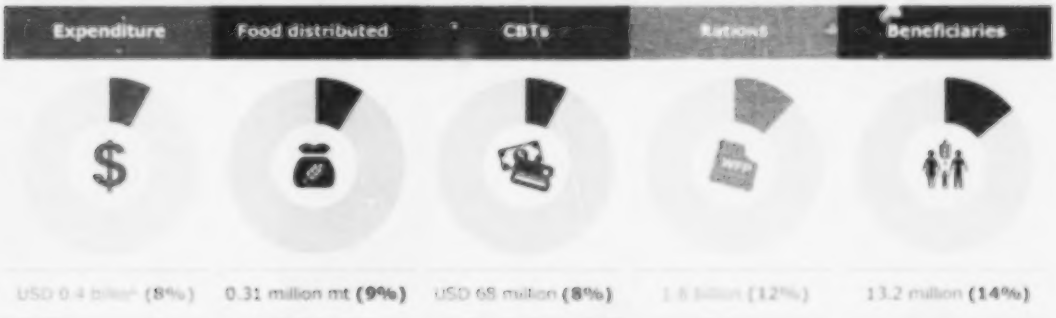
Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of expenditures against projected operational requirements (million USD)	302	310	

[35] Details on customer satisfaction with the logistics, emergency IT and food security coordination clusters are reported in Part III.

Strategic Objective 2

Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies

Share of 2016 expenditure, food distribution, CBTs, rations and beneficiaries



116. Strategic Objective 2 targets countries emerging from instability, conflict and natural disasters. In these fragile contexts, WFP assists the poorest and most vulnerable people, including refugees and displaced people, by supporting nutrition and food security and promoting stability, resilience and self-reliance. WFP also provides assistance for governments and communities in rebuilding livelihoods and enhancing capacities to connect to markets and manage food systems.

117. Some 14 percent of all WFP beneficiaries received assistance in 2016 through activities conducted under Strategic Objective 2. Programmes implemented under this objective accounted for 8 percent of all operational expenditures.

118. Performance was strong in terms of improving beneficiaries' food consumption and access to education and community assets and in addressing undernutrition. However, gaps in outcome-level reporting limited the assessment of national capacity to address food insecurity needs.

Outcome 2.1 – ***Adequate food consumption reached or maintained over assistance period for targeted households***

119. WFP general distributions of food and CBTs in post-emergency contexts helped raise the food consumption and dietary diversity of vulnerable populations to adequate levels in several locations. In addition, the scale of activities implemented globally was higher than planned in terms of number of beneficiaries and quantity of food.

120. One of the success factors for improved food consumption in the Latin America and Caribbean region was FFA to promote agricultural production, including vegetable cultivation. Where cyclones and heavy rains had negative impacts on agricultural production, for example in the Philippines, a decrease in food consumption was registered towards the end of the year. While overall positive trends were observed in terms of dietary diversity in a number of countries, diets still often lacked adequate amounts of protein, fruit and sugar. In Pakistan, cultural dietary practices in some intervention areas posed a challenge to improved meal frequencies.

121. While the food consumption score is a proxy indicator for households' food access and is based on frequency of consumption and dietary diversity, it does not assess the quality of the diet in terms of regular intake of protein and important micronutrients. To include this aspect in its monitoring and analysis, WFP has introduced an indicator called the "Food consumption score – nutrition" into its Corporate Results Framework (2017–2021) to measure the adequacy of a household's diet in providing macro- and micronutrient-rich food groups.

Table 6: **Outcome 2.1 – Adequate food consumption reached or maintained over assistance period for targeted households**

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating	Performance highlights
2.1.1 Food consumption score	24	20	83%		• Of the 20 reporting projects, 18 reached 2016 targets/milestones for at least one targeted group of beneficiaries
2.1.2 Diet diversity score	24	20	83%		• 18 of the 20 reporting projects increased the diversity of the average household diet, achieving 90% of target/milestone values
2.1.3 Coping strategy index	14	11	79%		• 10 of the 11 reporting projects reduced negative coping strategies among assisted households

Output A – General distribution: Food, nutritional products, non-food items and CBTs distributed in sufficient quantity and quality and in a timely manner			
Output indicators	**Planned**	**Actual**	**Achieved**
Number of women, men, boys and girls receiving food assistance (million)	0.9	1.6	
Quantity of food distributed (thousand mt)	33.7	72	
Value of CBTs to beneficiaries (million USD)	17.2	19.7	

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of expenditures against projected operational requirements (million USD)	114	60	

Outcome 2.2 – ***Improved access to assets and/or services, including community and market infrastructure***

122. WFP provided targeted food assistance to 8 million beneficiaries in fragile settings in 2016 through programmes to reduce food insecurity by: i) helping to create and safeguard assets that contribute to community resilience; and ii) working to restore educational systems and provide safety nets to help children's lives return to normal and increase social cohesion following periods of disruption.

123. WFP provided on-site meals and take-home rations for more than 6,600 schools in post-emergency contexts, assisting 96 percent of schools identified as needing support because of their fragile, post-emergency contexts. In these cases, school meals served as an important incentive for families to send their children to school and contributed to marked improvements in the enrolment and retention rates of children in assisted schools, particularly girls. Supporting factors identified by reporting projects included community sensitization and mobilization, and improved security conditions, which created an environment in which parents felt comfortable allowing their children to attend school.

124. The number of community assets built, restored or maintained through FFA programming using food or CBTs met 2016 targets in most cases. These activities included building more than 8,000 km of roads and mountain trails, rehabilitating 140,000 ha of land, and constructing 200,000 m^3 of dams. In the Sudan, for example, WFP was able to graduate beneficiaries from

general food distribution to FFA activities following a re-targeting exercise, during which a majority of participants reported increased income related to the assets created and the training received.

125. However, the tonnage of food and the value of cash distributed fell short of planned assistance mainly because of funding shortfalls. In Chad, Mali and the Niger, a focus on meeting emergency needs reduced the level of resources available for resilience-building, and many planned activities were not implemented.

Table 7: **Outcome 2.2 – Improved access to assets and/or basic services, including community and market infrastructure**

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating	Performance highlights
2.2.1 Community asset score	22	14	64%		• 9 of the 14 reporting projects surpassed 2016 targets/milestones for increasing community assets
2.2.2 Retention rate of boys and girls in WFP-assisted schools	13	11	85%		• All 14 reporting projects exceeded the 70% corporate target for retention; the rates achieved in WFP-assisted schools averaged 94% for girls and 93% for boys
2.2.3 Enrolment rate of boys and girls in WFP-assisted schools	13	10	77%		• 9 of the 10 reporting projects registered positive growth in enrolment, 4 achieved 90% or more of 2016 targets/milestones

Output A – School meals and FFA/FFT: Food, nutritional products, non-food items and CBTs distributed in sufficient quantity and quality and in a timely manner			
Output indicators	**Planned**	**Actual**	**Achieved**
Number of women, men, boys and girls receiving food assistance (million)	9.8	8.0	
Quantity of food distributed (thousand mt)	348	184	
Value of CBTs to beneficiaries (million USD)	141	48	
Number of institutional sites assisted: schools	6 664	6 403	
Output B: Community or livelihood assets built, restored or maintained by targeted households and communities			
Output indicators	**Planned**	**Actual**	**Achieved**
Kilometres of roads and mountain trails built/rehabilitated	8 914	8 119	
Hectares of land protected or improved, including forests planted	154 220	186 863	
Bridges constructed/rehabilitated	10	12	
Wells constructed	3104	3038	
Volume of dams constructed (m³)	254 868	196 107	

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of expenditures against projected operational requirements (million USD)	532	218	

Outcome 2.3 – ***Stabilized or reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children***

126. In post-emergency contexts, WFP provided nutrient-dense foods for almost 3 million targeted children, pregnant and lactating women, and clients of anti-retroviral therapy and tuberculosis treatment. In addition, almost 300,000 people were included in nutrition messaging supported by WFP in 2016.

127. The quantity of food distributed under this outcome was 58 percent of the planned amount. In response to resource gaps, country offices reduced the length of the assistance period, providing blanket supplementary feeding only during the lean season and to fewer groups of beneficiaries for treatment of acute malnutrition. Nevertheless, among reporting projects, data show that WFP food assistance contributed to the recovery of beneficiaries treated for moderate acute malnutrition, and that prevention programming for both chronic and acute malnutrition covered large segments of the targeted population.

128. Positive achievements were often attributed to the provision of local nutrition advice to caregivers and cooking demonstrations on how to use fortified, complementary and specialized nutritional products.

Table 8: **Outcome 2.3 – Stabilized or reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children**

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating	Performance highlights
2.3.1 MAM treatment:					• More than 1 million children, pregnant and lactating women and 9,811 clients received nutrient-dense foods to treat MAM • In 82% of reporting projects, the desired proportion of beneficiaries recovered and was discharged from treatment. Only 2 projects reporting default rates did not meet the 2016 target
– *default rate*	13	11	85%		
– *mortality rate*	13	11	85%		
– *non-response rate*	13	11	85%		
– *recovery rate*	13	11	85%		
2.3.2 Proportion of target population who participate in an adequate number of distributions	17	11	65%		• Nutrient-dense food was provided for 1.6 million children to prevent both acute and chronic malnutrition • In reporting projects, all beneficiaries participated in at least 66% of distributions – the target for 2016
2.3.3 Proportion of eligible population who participate in programme (coverage)	22	15	68%		• In the 15 reporting projects, 87% of eligible populations participated in WFP's nutrition activities
2.3.4 Proportion of children consuming a minimum acceptable diet	19	11	73%		• 36% of the 11 reporting projects met the target for children consuming an acceptable diet; another 27% showed moderate progress – making a total of 63% of projects with positive trends

Table 8: **Outcome 2.3 – Stabilized or reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children**

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating	Performance highlights
2.3.5 Average number of school days per month when multi-fortified foods or at least four food groups were provided	5	5	100%		• All 5 reporting projects provided fortified or diverse foods for schoolchildren on the planned number of days per month

Output A – Nutrition: Food, nutritional products, non-food items and CBTs distributed in sufficient quantity and quality and in a timely manner			
Output indicators	**Planned**	**Actual**	**% Achieved**
Number of women, men, boys and girls receiving food assistance (million)	5.3	3.0	
Quantity of food distributed (thousand mt)	93	54	
Number of institutional sites assisted: health centres	5 951	5 052	
Output K: Messaging and counselling on specialized nutritious foods and infant and young child feeding practices implemented effectively			
Output indicators	**Planned**	**Actual**	**% Achieved**
Number of women exposed to nutrition messaging supported by WFP against proportion planned	276 789	237 278	
Number of men exposed to nutrition messaging supported by WFP against proportion planned	38 789	36 721	
Number of women receiving nutrition counselling supported by WFP against proportion of planned	121 586	110 822	
Number of men receiving nutrition counselling supported by WFP against proportion of planned	14 453	10 387	
Number of targeted caregivers (male and female) receiving 3 key messages delivered through WFP supported messaging and counselling	742 328	533 713	

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of expenditures against projected operational requirements (million USD)	190	64	

Outcome 2.4 – *Capacity developed to address national food insecurity needs*

129. Conflict and protracted crises often lead to persistent fragility, with reduced access to markets and interrupted food supply. In such cases WFP leverages its expertise in, for example, food procurement, logistics and engineering by working in partnerships with a view to increasing the capacity of governments and communities to manage food systems.

130. Capacity development in addressing food insecurity was under-resourced: expenditures covered 20 percent of needs.[36] The evidence base for assessing WFP's performance was also insufficient to draw corporate-level conclusions, although there were some significant output-level achievements in terms of: i) the number of reports on food security and nutrition monitoring and surveillance produced with WFP support; and ii) technical support provided.

[36] Trust fund projects, which include several capacity development activities, are not included in the analysis.

131. The national capacity index (NCI) is a complex, highly technical measure of outcome-level performance in capacity development. Its implementation is knowledge- and resource-intensive, making the index difficult to measure, as documented in the evaluation of WFP's Policy on Capacity Development.[37]

132. Among its recommendations, the evaluation indicated that WFP should: i) continue strengthening its provisions for monitoring and reporting on all capacity-strengthening work by expanding the quantitative and qualitative information it gathers and analyses; and ii) include illustrative qualitative studies in its country strategic plans (CSPs).

133. In an effort to strengthen reporting on capacity development in the future, in 2016 WFP revised and refined its approach to setting baselines and monitoring capacity-development initiatives. Seizing the momentum and opportunity of the IRM, particularly the roll-out of CSPs, WFP has field-tested and validated a new approach that will be rolled out over the course of 2017 and 2018. This revised approach, which calls for conducting a baseline analysis of national capacities in specific areas, is fully aligned with and grounded in the methodology of the United Nations Development Group (UNDG) – albeit simplified and revised to address some of the operational challenges of implementing the NCI. At the same time, the proposed approach to annual performance monitoring will enable WFP to improve documentation and assess progress along the critical pathways that contribute to changes in national capacity levels.

134. Accordingly, a new outcome-level metric was included in the Corporate Results Framework (2017–2021).

Table 9: **Outcome 2.4 – Capacity developed to address national food insecurity needs**

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating	Performance highlights
2.4.1 National Capacity Index (NCI)					• The 2 projects reporting on food-security-related capacity development achieved their targets
– **food security programmes**	**5**	**2**	**40%**		
– **general**	—	—	—	**Not applicable**	
– **nutrition**	**1**	**0**	**0%**		
– **resilience**	—	—	—	**Not applicable**	
– **school meals**	**3**	**0**	**0%**		

Output E: Policy advice and technical support provided to enhance management of food supply chain, food assistance, nutrition and food security systems including food security information systems			
Output indicators	**Planned**	**Actual**	**Achieved**
Number of national assessments/data collection exercises in which food security and nutrition were integrated with WFP support	7	5	
Number of technical support activities provided on food security monitoring and food assistance	62	60	
Output F: National systems to monitor trends in food security and nutrition strengthened			
Output indicators	**Planned**	**Actual**	**Achieved**
Number of government counterparts trained in data collection and analysis on food and nutrition security	203	163	
Number of food security and nutrition monitoring/surveillance reports produced with WFP support	16	15	

[37] WFP/EB.1/2017/6-A/Rev.1.

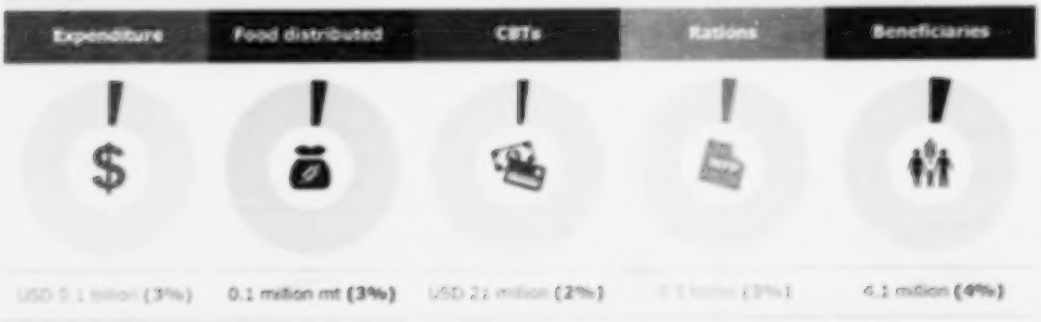
Output L: Policy advice and technical support provided to enhance management of food security, nutrition and school meals			
Output indicators	**Planned**	**Actual**	**Achieved**
Number of government staff trained by WFP in nutrition programme design, implementation and other nutrition related areas (technical/strategic/managerial)	3 469	2 187	
Output M: National nutrition, school meals, safety net policies and/or regulatory frameworks in place			
Output indicators	**Planned**	**Actual**	**% Achieved**
Number of national programmes developed with WFP support (nutrition, school meals, safety net)	*Insufficient data*		
Number of national safety net policies that are nutrition-sensitive	*Insufficient data*		

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of expenditures against projected operational requirements (million USD)	63	12	

Strategic Objective 3

Reduce risk and enable people, communities and countries to meet their own food and nutrition needs

Share of 2016 expenditure, food distribution, CBTs, rations and beneficiaries



135. Under Strategic Objective 3, WFP aims to enable poor people to meet their nutrition and food needs by helping to build their resilience to future shocks, in turn, breaking the cycle of food insecurity and dependence. By using both advocacy and food assistance, WFP:

- leverages its purchasing power to connect smallholder farmers to markets;
- builds the capacities of households, communities and countries to prepare for, manage and respond to disaster and climate risks; and
- increases government capacities to establish, manage and scale up early warning and emergency preparedness systems for food security and nutrition.

136. In 2016, Strategic Objective 3 continued to receive the lowest level of resources of the four Strategic Objectives, which had impacts on the number of beneficiaries, the rations provided and the food distributed. Resources disbursed amounted to only 3 percent of total expenditures and covered less than 20 percent of planned needs.

137. Outcome-level performance was mixed under Strategic Objective 3. WFP helped enhance the food and livelihood security of communities and made progress in stimulating marketing opportunities for local producers and traders. However, results in building capacity to manage climate shocks and risks were inconclusive.

Outcome 3.1 – ***Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households***

138. WFP disaster risk reduction operations often focus on strengthening both the food security and access to assets of households and communities with a view to enhancing their ability to withstand shocks and adapt to climate change. In 2016, WFP helped improve the quantity and quality of people's diets while also promoting increased household and community access to assets for strengthening resilience to shocks, reducing disaster risk and adapting to climate change, through FFA programming using food or cash-based transfer modalities.

139. Positive results in the west and southern Africa regions were attributed to the use of a three-pronged approach (3PA) for designing and implementing resilience-building, and initiating productive safety nets and disaster risk reduction and preparedness programmes. This approach included: i) integrated context analysis for combining historical trends in food security, natural shocks and land degradation; ii) seasonal livelihood programming for designing multi-year, multi-sectoral operational plans using seasonal and gender lenses; and iii) community-based participatory planning to develop plans tailored to local requirements.

140. Country offices have often reported difficulties in counting assets and identifying those that are functional, as mandated by WFP's current outcome indicator, the community asset score (CAS). Hence, the new Corporate Results Framework (2017–2021) introduces the asset benefit indicator (ABI) – a new outcome indicator to measure the benefits obtained from assets created with WFP's support. Based on people's perceptions, it will report on the percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base.

Table 10: **Outcome 3.1 – Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households**

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating	Performance highlights
3.1.1 Community asset score	39	21	54%		• In 12 of the 21 reporting projects, the increase in community assets met or surpassed 2016 targets/ milestones
3.1.2 Food consumption score	41	32	78%		• 27 of the 32 reporting projects contributed to reducing the proportion of households with poor or borderline food consumption, achieving at least 90% of 2016 targets/milestones; a further 5 recorded moderate progress
3.1.3 Diet diversity score	38	29	76%		• 20 of the 29 reporting projects for improving household dietary diversity achieved 90% or more of 2016 targets/milestones

Table 10: **Outcome 3.1 – Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households**

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating	Performance highlights
3.1.4 Coping strategy index					• 15 reporting projects reduced negative coping strategies related to use of assets; 20 projects reported reduction in sales of food to cope with disasters and shocks
— **assets**	22	15	68%		
— **food**	37	28	76%		
3.1.5 Retention rate of boys and girls in WFP-assisted schools	—	—	—	**Not applicable**	• No project included this indicator in its logical framework in 2016

Output A – General distributions, school meals and FFA/FFT: Food, nutritional products, non-food items and CBTs distributed in sufficient quantity and quality and in a timely manner

Output indicators	Planned	Actual	Achieved
Number of women, men, boys and girls receiving food assistance (million)	9.0	4.1	
Quantity of food distributed (thousand mt)	357	96	
Value of CBTs to beneficiaries (million USD)	147	21	

Output B : Community or livelihood assets built, restored or maintained by targeted households and communities

Output indicators	Planned	Actual	% achieved
Kilometres of roads built/rehabilitated, incl. mountain trails	2 440	2 314	
Hectares of land protected or improved, incl. forests planted	171 989	124 679	
Bridges constructed/rehabilitated	210	186	
Wells constructed	293	281	
Volume of dams constructed (m^3)	392 991	497 090	

Output I : Increased WFP fortified foods, complementary foods and specialized nutritional products produced purchased from local suppliers

Output indicators	Planned	Actual	% Achieved
Quantity of fortified foods, complementary foods and specialized nutritional products purchased from local suppliers	*Insufficient data*		

Financial inputs

Input indicator	Planned	Actual	Achieved
Value of expenditures against projected operational requirements (million USD)	729	81	

Outcome 3.2 – ***Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels***

141. WFP leverages its procurement footprint, deep field presence and expertise in markets for staples, logistics and post-harvest handling to help increase smallholder farmers' crop production and sales and encourage agricultural market development. In 2016, WFP contributed to increasing market opportunities for local, national and regional producers and traders by procuring food and specialized nutritional products from them. Over the past 3 years, the work on improving

smallholder farmers' access to markets has grown to support more than 1,000 farmer organizations globally, with a combined membership of more than 1.5 million farmers.[38]

142. In terms of food purchased regionally and nationally, including through aggregation systems for smallholder farmers, WFP made significant progress during the year. Local purchases of fortified foods were hampered – in some cases, planned purchases of commodities from smallholder farmer organizations for use in the production of specialized nutritional foods did not take place as the quality of commodities did not meet WFP specifications.

Table 11: **Outcome 3.2 – Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels**

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating	Performance highlights
3.2.1 Food purchased from regional, national and local suppliers, as % of food distributed by WFP in-country	33	25	76%		• 16 reporting projects made moderate or strong progress towards 2016 milestones/targets for purchases of food from local, national or regional suppliers
3.2.2 Fortified foods purchased from regional, national and local suppliers, as % of fortified food distributed by WFP in-country	8	5	63%		• 2 reporting projects exceeded 2016 milestones/targets for local, national or regional purchases of fortified food; the remaining 3 made no purchases of fortified foods during 2016
3.2.3 Food purchased from aggregation systems in which smallholders are participating, as % of regional, national and local purchases	32	23	72%		• 9 reporting projects surpassed 2016 milestones/targets for food purchases from pro-smallholder aggregation systems; another 3 showed moderate progress

Output H : Increased WFP food purchase from regional, national and local markets and smallholder farmers			
Output indicators	**Planned**	**Actual**	**% Achieved**
Quantity of food purchased locally through local and regional purchases (expressed in thousand mt)	141	127	
Quantity of food purchased locally from pro-smallholder aggregation systems (expressed in thousand mt)	69	49	

Output I : Increased WFP fortified foods, complementary foods and specialized nutritional products produced purchased from local suppliers			
Output indicators	**Planned**	**Actual**	**% Achieved**
Quantity of fortified foods, complementary foods and specialized nutritional products purchased from local suppliers	*Insufficient data*		

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of expenditures against projected operational requirements (million USD)	*Insufficient data*		

[38] As per Output H in the Strategic Results Framework (2014–2017).

Outcome 3.3 – ***Risk reduction capacity of countries, communities and institutions strengthened***

143. To facilitate the shift from disaster response to risk management, WFP supported governments in building their capacities to manage disaster risk and improve food security by helping to develop systems that combine early-warning, contingency planning and finance and risk-transfer tools.

144. Progress towards risk reduction at the community, country and institutional levels was seen at the output level, although outcome-level reporting was limited. Country offices struggled with the methodology for monitoring WFP's capacity development outcome indicators (see section on Outcome 2.4).

145. The Climate Adaptation Management and Innovation Initiative (C-ADAPT) is a WFP initiative implemented in the North Africa, Middle East and Central and Eastern Europe region that aims to: i) improve understanding of the impacts of climate risks on the most food-insecure populations; and ii) support best practices and models for climate adaptation that can help communities and governments strengthen livelihoods and build resilience. During 2016, the initiative supported a climate risk analysis in the Sudan together with donors, helped document best practices in adaptation programming in Egypt, facilitated readiness for access to the Green Climate Fund in Tajikistan and the Kyrgyzstan, and supported sharing of expertise and experience among WFP staff and partners in the region.

Table 12: **Outcome 3.3 – Risk reduction capacity of countries, communities and institutions strengthened**

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating	Performance highlights
3.3.1 National capacity index:					• Reporting on the NCI was hindered by the complexity of the indicator • WFP is pursuing discussions on how best to capture capacity development advancements in this area
– general	1	0	0%		
– food security programmes	4	1	25%		
– resilience	9	0	0%		
3.3.2 Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks supported by WFP	19	4	21%		• All 4 reporting projects contributed to strengthening communities' resilience capacity, surpassing 2016 milestones/targets

Output F : National systems to monitor trends in food security and nutrition strengthened			
Output indicators	**Planned**	**Actual**	**% Achieved**
Number of government counterparts trained in data collection and analysis on food and nutrition security	200	129	
Number of food security and nutrition monitoring/surveillance reports produced with WFP support	75	67	
Output G : Human capacity to reduce risk of disasters and shocks developed			
Output indicators	**Planned**	**Actual**	**% Achieved**
Number of food-for-training beneficiaries	425 927	387 982	

Output J : National safety nets for food security, nutrition, education, community assets, and overall contribution to resilience building supported			
Output indicator	**Planned**	**Actual**	**% Achieved**
Government/partner staff receiving technical assistance and training (early warning systems, contingency planning, disaster risk reduction, food security monitoring, programme design and implementation, policy development)	24 913	32 249	
Output M : National nutrition, school meals, safety net policies and/or regulatory frameworks in place			
Output indicators	**Planned**	**Actual**	**% Achieved**
Number of national programmes developed with WFP support (nutrition, school meals, safety net)	*Insufficient data*		
Number of national safety net policies that are nutrition-sensitive	*Insufficient data*		

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of expenditures against projected operational requirements (million USD)	60	17	

146. Strategic Objective 4 addresses chronic undernutrition and the intergenerational cycle of hunger in countries where wasting, stunting and micronutrient deficiency rates are high. WFP uses its field presence and works through multi-stakeholder projects to enhance local, national and regional capacities to establish nutrition policies and programmes.

147. In 2016, 18 percent of beneficiaries received direct assistance from WFP under Strategic Objective 4. This objective represented 8 percent of all programme expenditures and, because of insufficient funding, 44 percent of planned needs were covered.

148. Overall, WFP contributed to strong achievements in reducing malnutrition and improving access to education, but results in enhancing local and national capacities to deliver food assistance programmes were affected by resourcing constraints and proved inconclusive.

Outcome 4.1 – ***Reduced undernutrition, including micronutrient deficiencies among children aged 6-59 months, pregnant and lactating women, and school-aged children***

149. In areas where rates of malnutrition are high, WFP contributes to programmes that prevent stunting, wasting and micronutrient deficiencies and treat acute malnutrition in vulnerable groups. WFP provides direct food assistance for beneficiaries and supports governments in developing and scaling up nutrition programmes, with a focus on the first 1,000 days of life to prevent irreversible mental and physical damage – such as the nutrition investment project launched by the Government of the Sudan, with support from WFP and UNICEF.

150. For nutrition projects under Strategic Objective 4, WFP's implementing partners are often host governments or national NGOs rather than international organizations. Although this sometimes reduces the efficiency and effectiveness of the programmes in the short term, it builds national capacity and supports the sustainability of nutrition interventions in the longer term.

151. Available data indicate that WFP-supported programmes to treat and prevent malnutrition were generally effective, despite monitoring and reporting challenges. In some cases, the lack of resources encouraged WFP to prioritize the most vulnerable populations, rather than those at risk of malnutrition, for its nutrition support. This resulted in moderate progress in terms of coverage indicators in countries such as the Gambia, Ghana, Guinea, Mauritania and the Niger.

Table 13: **Outcome 4.1 – Reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children**

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating	Performance highlights
4.1.1 MAM treatment:					• 2.6 million children suffering from acute malnutrition, pregnant and lactating women and ART clients received nutrient-dense foods • In 83% of reporting projects the desired proportion of beneficiaries recovered and were discharged from treatment; only 3 reporting projects did not meet all 2016 targets for MAM treatment rates
– default rate	27	18	67%		
– mortality rate	27	18	67%		
– non-response rate	27	18	67%		
– recovery rate	27	18	67%		
4.1.2 Proportion of target population who participate in an adequate number of distributions	21	10	48%		• More than 625,000 children received nutrient-dense food to prevent malnutrition and stunting • 80% of the 10 reporting projects met the corporate target
4.1.3 Proportion of eligible population who participate in programme (coverage)	42	27	64%		• 13 of the 27 reporting projects reported coverage above the planned project target; another 9 showed moderate progress
4.1.4 Proportion of children consuming a minimum acceptable diet	28	14	50%		• 36% of the 14 projects reported minimum levels of dietary diversity and meal frequency in line with the corporate target
4.1.5 Food Consumption Score	5	2	40%		• The 2 reporting projects achieved 2016 targets/milestones for improving household food consumption
4.1.6 Average number of school days per month when fortified foods or at least four food groups were provided	15	12	80%		• 9 of the 12 reporting projects achieved 90% or more of 2016 targets/milestones for the number of days when fortified or diverse foods were provided to schoolchildren

Output A (nutrition) – Food, nutritional products, non-food items and CBTs distributed in sufficient quantity and quality and in a timely manner

Output indicators	Planned	Actual	Achieved
Number of women, men, boys and girls receiving food assistance (million)	4.9	3.9	
Quantity of food distributed (thousand mt)	150	80	
Value of CBTs to beneficiaries (million USD)	8	0.7	
Number of institutional sites assisted: health centres	6 874	6 292	

Output K: Messaging and counselling on specialized nutritional foods and infant and young child feeding practices implemented effectively

Output indicators	Planned	Actual	Achieved
Number of women exposed to nutrition messaging supported by WFP against proportion planned	646 528	583 771	

Number of men exposed to nutrition messaging supported by WFP against proportion planned	173 779	120 791	
Number of women receiving nutrition counselling supported by WFP against proportion of planned	162 372	162 892	
Number of men receiving nutrition counselling supported by WFP against proportion of planned	77 534	103 230	
Number of targeted caregivers (men and women) receiving three messages delivered through WFP supported messaging and counselling	423 952	231 947	

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of expenditures against projected operational requirements (million USD)	302	118	

Outcome 4.2 – ***Increased equitable access to and utilization of education***

152. WFP seeks to increase equitable access to education by supporting governments in delivering school meals programmes for chronically undernourished populations.

153. During 2016, WFP assisted 13 million schoolchildren with school meals under Strategic Objective 4, and programmes were comparatively well-resourced: more than 50 percent of needs were covered by expenditures. This helped improve school retention rates in nearly all of the countries assisted. Enrolment in WFP-supported schools also increased, but often fell short of corporate targets.

154. High rates of achievement in education indicators were observed throughout the southern Africa region in 2016. In Malawi, the provision of school meals, combined with the "free education" policy instituted by the Government in early 2016, resulted in a substantial increase in the rate of enrolment in WFP-assisted schools compared with 2015. On the other hand, school feeding assistance in refugee camps in Bangladesh continued to struggle against high levels of demotivation. The demotivation was related to camp schools lacking national certification, and the lack of incentives for self-investment, mainly because of the very limited opportunities for higher study or qualified work. In such cases, WFP assistance could not provide sufficient incentive for enrolment and attendance.

Table 14: **Outcome 4.2 – Increased equitable access to and utilization of education**

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating	Performance highlights
4.2.1 Enrolment rate of boys and girls in WFP-assisted schools	46	42	91%		• 19 of the reporting projects met the 6% target for the increase in school enrolment among children in WFP-assisted schools, but progress was generally moderate
4.2.2 Retention rate of boys and girls in WFP-assisted schools	35	31	89%		• 28 of the 31 reporting projects increased the retention rate among children in WFP-assisted schools, achieving 90% or more of 2016 targets/milestones

Output A – School meals: Food, nutritional products, non-food items and CBTs distributed in sufficient quantity and quality and in a timely manner			
Output indicators	**Planned**	**Actual**	**Achieved**
Number of women, men, boys and girls receiving food assistance (million)	15.8	13.4	
Quantity of food distributed (thousand mt)	353	171	
Value of CBTs to beneficiaries (million USD)	20	7.2	
Number of institutional sites assisted: schools	51 988	53 132	

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of expenditures against projected operational requirements (million USD)	428	205	

Outcome 4.3 – ***Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels***

155. Building government capacities to develop, manage and scale up food security, nutrition and school meals programmes is central to reducing vulnerability and achieving lasting resilience.

156. As many countries in the Asia region move towards lower-middle-income status, their capacity to fund and manage school feeding programmes increases. Through the World Bank's Systems Approach for Better Education Results (SABER) framework, countries are able to assess their transition stage and develop a strategy for a sustainable government programme with time-bound support from WFP. In Bangladesh, SABER helped assess the existing school feeding policy framework, financial capacity and programme design and implementation, and to identify institutional gaps to inform the preparation of a national school feeding policy. In Lao People's Democratic Republic, the Ministry of Education and Sports and WFP used the SABER exercise to develop a clear road map for improving the national school feeding programme and preparing for the phase-out of WFP assistance by 2021.

157. In Bhutan, two major achievements in 2016 moved the country towards WFP's hand-over objectives when the Ministry of Education took over both: i) responsibility for managing the logistics for delivering and distributing WFP food to the schools; and ii) financial oversight and coordination of annual training for teachers and cooks involved in the school feeding programme.

158. An analytical compilation systematizing and analysing capacity development initiatives in 11 offices in the Latin America and Caribbean region was undertaken during 2016. The publication, *Strengthening Capacities in Food Security and Nutrition in Latin America and the Caribbean* was presented to the Executive Board and to the 43rd session of the Committee on World Food Security hosted by FAO. A regional evaluation exercise to increase learning on capacity development in emergency preparedness and response applied the new corporate guidance for performance reviews.

159. As noted under Outcome 2.4, the NCI, which is WFP's indicator for measuring changes in capacity development at the outcome level, has presented some methodological challenges for monitoring and reporting. However, WFP has seen several capacity-strengthening results at the output level, including training of government counterparts in the collection and analysis of food security and nutrition data, and supporting the development of national safety net programmes.

Table 15: **Outcome 4.3 – Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels**

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating	Performance highlights
4.3.1 National capacity index (NCI):					• The nutrition-specific NCI methodology has not been developed fully; WFP will reflect nutrition capacity development in the new indicator proposed in the Corporate Results Framework (2017–2021)
– food security programmes	2	2	100%		
– nutrition	11	1	9%		
– school-feeding	43	15	35%		• 9 of the 15 projects reporting on capacity development for school meals programmes achieved 90% or more of the 2016 targets/milestones, the other 6 made moderate progress

Output E: Policy advice and technical support provided to enhance management of food supply chain, food assistance, nutrition and food security systems including food security information systems

Output indicators	Planned	Actual	Achieved
Number of national assessments/data collection exercises in which food security and nutrition were integrated with WFP support	*Insufficient data*		
Number of technical support activities provided on food security monitoring and food assistance	*Insufficient data*		

Output F: National systems to monitor trends in food security and nutrition strengthened

Output indicators	Planned	Actual	Achieved
Number of government counterparts trained in data collection and analysis on food and nutrition security	223	600	
Number of food security and nutrition monitoring/surveillance reports produced with WFP support	24	24	

Output L: Policy advice and technical support provided to enhance management of food security, nutrition and school meals

Output indicators	Planned	Actual	Achieved
Number of government staff trained by WFP in nutrition programme design, implementation and other nutrition-related areas (technical/strategic/managerial)	22 811	26 880	

Output M: National nutrition, school meals, safety net policies and/or regulatory frameworks in place

Output indicators	Planned	Actual	% Achieved
Number of national programmes developed with WFP support (nutrition, school meals, safety nets)	29	26	
Number of national safety net policies that are nutrition sensitive	*Insufficient data*		

Financial inputs

Input indicator	Planned	Actual	Achieved
Value of expenditures against projected operational requirements (million USD)	93	36	

Cross-cutting results

160. This section focuses on the three cross-cutting areas identified in WFP's Strategic Results Framework (2014–2017): gender, protection and accountability to affected populations, and partnerships. WFP believes that full achievement of its outputs and outcomes depends on the integration of these elements into project planning, design, implementation and monitoring. This is the third year that WFP has monitored achievements in these three areas. The analysis in this section includes comparisons and trends where possible.

Gender

161. Indicating performance in improving gender equality and women's empowerment calls for capturing: i) decision-making regarding the utilization of CBTs or food within households; ii) the gender balance among leaders of project management committees; and iii) equal opportunities for training on distribution modalities (Table 16). Since introduction of the three cross-cutting gender indicators in 2014, WFP has consolidated gender equality considerations in all stages of implementation, including in monitoring and data collection exercises.

Table 16: **Cross-cutting result: Gender equality and empowerment improved**

Performance indicator	Relevant projects	Projects reporting performance data	% projects meeting targets
Proportion of households where:			
– females make decisions over the use of CBTs, or food within the household	140	108	73%
– males make decisions	138	104	51%
– females and males make decisions together	149	113	54%
Proportion of women beneficiaries in leadership positions on project management committees	159	128	65%
Proportion of women project management committee members trained in distribution modalities	148	115	65%

162. In line with the WFP Gender Policy (2015–2020), WFP projects contribute to gender equality and women's empowerment by ensuring equal participation of women and girls in decision-making in their households and communities. In 14 of the 20 lowest ranked countries in the Gender Inequality Index,[39] WFP programmes reported positive results in women's decision-making regarding the use of food assistance at the household level.

163. There has been substantial progress in joint decision-making, as evidenced by the decreasing share of decision-making made by only men, from 74 percent in 2014, to 62 percent in 2015 and 51 percent in 2016. This shift from men-only to joint decision-making with both women and men has confirmed the gender-transformative influence of WFP's interventions.

164. WFP's commitment to advancing gender equality and women's empowerment is also reflected in the gender balance among leaders of project management committees and in training on distribution modalities. In 2016, significantly more projects reported women's participation in both. Targets for women's leadership in project management committees were met in two thirds of reporting projects in 2016.

165. Multi-dimensional targeted assistance engaging the expertise of various partners is an emerging good practice. It fosters women's leadership in committees and their increased participation in training, as evidenced, for example, in the seven countries piloting the joint FAO/IFAD/UN-Women/WFP programme on rural women's economic empowerment.

[39] UNDP. 2015. Human Development Report.

166. WFP will introduce a new cross-cutting gender indicator in its CRF to analyse the type of transfer – food, cash, voucher, no compensation – received by participants in WFP activities. This will be disaggregated by sex of recipient and type of activity.

Protection and accountability to affected populations

167. Protection and accountability to affected populations are core principles for WFP. All programmes strive to ensure that food assistance is delivered and used in safe, accountable and dignified conditions. There was a significant increase in the number of projects reporting performance data, evidenced by an increase in reporting on the safety indicator and on the metric regarding people informed about programmes. Table 17 presents the results achieved as measured by the relevant indicators, disaggregated by gender.

Table 17: **Cross-cutting result: WFP assistance delivered and utilized in safe, accountable and dignified conditions**

Performance indicator	Relevant projects	Projects reporting performance data	% projects meeting targets
Proportion of assisted people who do not experience safety problems at WFP programme sites or travelling to and from them	148	117	97%
– women	114	94	94%
– men	111	90	99%
Proportion of assisted people informed as to who is included in a programme, what people will receive and where they can complain	154	123	59%
– women	119	97	59%
– men	116	94	56%

168. Reporting on the safety indicator showed that 97 percent of projects overall are meeting targets. Several countries reported that positive results were the outcome of careful analysis and the implementation of measures to mitigate potential risks. These included increasing the number of distribution sites, consulting communities on the location and timing of distributions, providing timely information about WFP operations, engaging women staff and women community leaders, ensuring crowd control and working with partners to secure distribution sites and monitor interventions.

169. In countries where restricted access limited monitoring of protection risks, WFP set up alternative mechanisms, such as complaints and feedback mechanisms for affected people to report safety concerns. Despite this progress, under-reporting of protection problems remained a concern in several contexts because of sensitivities related to reporting incidents.

170. Regarding the indicator for information provision, 59 percent of projects reported meeting the targets in 2016. Although this was a decrease from 2015, the total number of projects reporting performance data and the percentage of informed people have both increased.

171. Several countries noted that challenges in meeting targets for information provision are linked to the combining of findings for three areas – awareness of targeting criteria, entitlements, and where to complain – into one indicator. In some cases, results indicated strong information provision on targeting criteria and entitlements, but less awareness of where to complain. In other instances, the generally low results for information provision contrasted with a high rate of complaints and feedback submitted, which demonstrated widespread awareness of where to complain. To address this discrepancy, the new CRF includes updated indicators on accountability to affected populations.

172. While a few countries reported having strengthened programmes because of information provision and the establishment of complaints and feedback mechanisms, work in this area

continues. Positive outcomes included improved targeting by reducing exclusion errors, provision of more appropriate assistance, adjustment of delivery modalities, and prevention and mitigation of fraud and diversion.

173. Table 18 shows the average global values for the two indicators. WFP observed improvements in both the protection and the accountability indicators when compared with the baseline conducted at the beginning of the Strategic Plan period.

Table 18: **Trend observed during Strategic Plan 2014–2017**

Performance indicator	Baseline value	2016 results
Proportion of assisted people who do not experience safety problems at WFP programme sites or when travelling to and from them	92%	98%
Proportion of assisted people informed as to who is included in a programme, what people will receive and where they can complain	64%	71%

Partnerships

174. WFP's cross-cutting result for coordination and partnerships captures the link between effective partnerships and achievement of WFP's Strategic Objectives (Table 19).

Table 19: **Cross-cutting result: Food assistance interventions coordinated and partnerships developed and maintained**

Performance indicator	Relevant projects	Projects reporting performance data	% of projects meeting targets
Proportion of project activities implemented with the engagement of complementary partners	215	181	89%
Number of partner organizations that provide complementary inputs and services	222	188	76%
Amount of complementary funds provided to the project by partners	154	123	75%

175. In 2016, the number of projects reporting on all three partnership indicators increased by approximately 5 percent compared with 2015 and by close to 40 percent since 2014. This increase implies significantly more consistent monitoring and reporting on partnership results at the country office level, as has been the trend since 2014.

176. Results clearly demonstrate WFP's approach to engaging complementary partners to enable efficient use of all available resources in serving communities and people in more effective ways. Eighty-nine percent of project activities were implemented through complementary partnerships, with more than three quarters of partners providing inputs and services.

177. Seventy-five percent of projects received the planned levels of complementary resources from partners – an increase from 67 percent in 2015. Complementary funds from NGOs, civil society, private-sector and other partners helped improve overall project results.

Results of trust fund projects

178. Following the practice established in the 2015 APR, this report includes an overview of results from the largest WFP trust fund projects implemented at the country and regional levels. The performance of these operations is presented to provide a more complete picture of WFP's global achievements.

179. Trust funds include contributions received locally to fund activities outside regular WFP operations by, for example, targeting different beneficiaries or providing technical assistance in an area of WFP's comparative advantage. Trust funds can be initiated at any level of

WFP with a government body, another United Nations agency, an NGO or a private entity. They can take the form of a trust fund project or an operational grant.[40]

Overview

180. The trust fund operations reported in this section were implemented in 11 countries[41] in three regions[42] during 2016. In three of these countries – the Dominican Republic, India and Namibia – WFP currently implements only trust fund projects. Figure 9 shows the geographical span of the operations analysed for this report.

Figure 9: ***Largest WFP trust fund projects in 2016***

181. WFP supported national and local authorities in implementing programmes through direct provision of food and CBTs, and training sessions in strengthening national legislation and creating policies in areas of WFP expertise.

182. Through provision of food assistance, WFP served almost 1.8 million direct beneficiaries. In Honduras, where WFP supports implementation of the national school meals programme,[43] 1.3 million children received daily school meals, making this WFP's single largest trust fund project in terms of direct beneficiary coverage. Programmes in the Dominican Republic and Lesotho assisted an additional 400,000 vulnerable people including students, pregnant and lactating women, and children under 5.

183. In India, WFP continued to support local authorities in Odisha State in their efforts to improve the efficiency of the Targeted Public Distribution System through the design of biometric solutions. During 2016, with WFP's support, the state registered 31.2 million people entitled to subsidized rations. A similar approach is being taken in Kerala, which is expected to benefit another 34 million potential recipients of subsidized rations. In Peru, under an agreement with UNDP, WFP provided direct technical assistance to the school feeding programme in activities related to programme management. That school feeding programme assisted more than 3.8 million children in more than 60,000 schools throughout the country.

184. Although they did not receive direct WFP transfers, people benefiting from programmes designed or deployed with WFP's assistance in India and Peru provide examples of WFP's contributions to improving the conditions of vulnerable people. While direct monitoring of such benefits is not

[40] In an operational grant, funds from a donor – or multiple donors – are allocated to several areas within WFP, usually for institutional strengthening programmes.

[41] WFP trust fund operations in 2016 were implemented in Colombia, the Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, India, Lesotho, Namibia and Peru.

[42] Trust fund operations covered in the report were in the three regions of Asia, Oceania and the Pacific; Latin America and the Caribbean, and Southern Africa.

[43] The school meals programme is run by the Ministry for Social Development and Inclusion, with the collaboration of the Ministry of Education and the Ministry of Health.

possible, WFP intends to incorporate society-wide analysis and studies into CSPs to assess the impacts of its actions on a broader group of people.

Performance highlights

185. In all of its activities and modes of engagement with host governments, the overarching commitment of WFP is successful strengthening of national capacities. Trust fund projects are designed to contribute to outcomes in line with national development goals and WFP's Strategic Plan. The following examples provide an overview of results achieved through school meals, nutrition and resilience activities and from support to improve the efficiency of national safety net programmes.

186. *School meals.* In Honduras, WFP supported national school meals programmes that reached more than 1.3 million schoolchildren in more than 18,000 schools. WFP continued to purchase fresh, locally produced products to complement the basic staple food basket, using its purchase mechanism for linking schools to local producers. These efforts were coupled with training of: i) smallholder farmer associations on the use of different production techniques; ii) parent committees at schools on food storage and management; and iii) mothers of schoolchildren on nutrition, hygiene and food preparation. This approach contributed to improved enrolment, retention and attendance rates in assisted schools. A similar approach to the use of local foods was pursued in Haiti, where WFP implemented the country's first home-grown school feeding programme in one pilot municipality. In Lesotho, WFP assisted 250,000 primary schoolchildren in ten districts and provided assistance to the Ministry of Education and Training in developing guidelines for the national school feeding policy. WFP's provision of technical assistance to the school feeding programme in Peru included a study on the consumption of daily rations delivered to students, and assistance in determining the content, design and validation of information materials such as breakfast and lunch preparation guides.

187. Through South-South cooperation, WFP facilitated learning programmes, such as by organizing travel to Ethiopia and Kenya for staff of the Namibian Ministry of Education to acquire knowledge and experience on home-grown school feeding programmes. Knowledge from these exchange visits will enrich the Ministry's ongoing efforts to link schools to smallholder farmer producers.

188. *Support to smallholder farmers.* In El Salvador, WFP built on successful implementation of the Purchase for Progress initiative and engaged with the national authorities to connect a further 50,000 smallholder farmers to local markets. During 2016, the farmer organizations participating in the initiative sold 3,000 mt of staple grains to formal markets, generating income of USD 1.7 million.

189. *Nutrition.* The multi-donor trust fund between WFP and the Government of Colombia aims to strengthen national capacity to deliver social services more efficiently and to improve the food and nutrition security of the most vulnerable populations. During 2016, WFP undertook a study in indigenous communities throughout the country, and the results will be used by institutions to design targeted programmes for communities with the highest levels of food insecurity. To complement the food basket provided by WFP, Colombia developed a locally produced, fortified blended food that helps improve the nutrition status of children under 5 and primary schoolchildren. In Guatemala, WFP efforts included strengthening the complementary feeding component of the National Zero Hunger Plan by introducing locally produced SuperCereal to the basic health and nutrition package. The impact evaluation of Guatemala's pilot programme for prevention of stunting revealed that the locally produced nutritious food provided protection against stunting, despite low overall coverage of health services.

190. WFP supported the development of an integrated nutrition component in the national social protection programme of the Dominican Republic, reaching 150,000 vulnerable people during the year, including through the provision of nutritious food. The project aims to enhance the impact of the national programme on the nutrition status of targeted beneficiaries, who are vulnerable to nutrition and micronutrient deficiencies. In El Salvador, WFP engaged in behavioural change communication on good nutrition practices, health care, healthy eating habits and the preparation of healthy recipes, reaching more than 600 families during the year. In Peru, WFP activities focused on promoting nutrition education and strengthening the nutrition monitoring system, including baseline studies on anaemia levels among vulnerable populations.

191. *Resilience.* In Ecuador, as a result of WFP's efforts to reduce the vulnerability of targeted communities, 45 parishes developed adaptation plans to counter the effects of climate change.

The parishes also implemented adaptation measures such as construction of water-storage reservoirs and irrigation canals. In addition, an information system was designed to cover the targeted parishes and monitor the weather patterns to increase the preparedness of communities for potential hazardous events. In Namibia, WFP provided technical support in planning and carrying out food and nutrition assessments, including to the Namibia Vulnerability Assessment Committee (NamVAC) on its urban vulnerability assessment. Assessment results informed interventions such as the response to the drought caused by El Niño.

192. *Safety nets.* As outlined in its CSP for India (2015–2018), WFP supported the Government in: i) scaling up the technology-based reforms to improve the efficiency of the country's Targeted Public Distribution System; ii) scaling up the nutritional effectiveness of the country's food-based safety nets; and iii) improving capacities in food security analysis and M&E. The efficiency of the Targeted Public Distribution System was enhanced through the use of biometric solutions designed by WFP. As part of its long-term work on food fortification in India, WFP collaborated with India's Food Safety and Standards Authority to support studies on the operational feasibility of fortification in government schemes. Pilots involving multi-micronutrient fortification are being implemented in Odisha State, with a potential to scale up to reach about 4.7 million schoolchildren. WFP is partnering national actors to evaluate these pilots.

Conclusion

193. WFP implements an array of activities through its trust fund projects, mainly to strengthen government capacity to deliver social services in a more efficient, coordinated and coherent manner. In some cases, WFP's direct provision of food or CBTs supplements national programmes. In others, WFP focuses solely on transferring its knowledge to local actors. In both situations, trust funds are an explicit recognition of WFP's comparative advantage by the governments concerned.

194. As noted in the review of WFP's financial framework,[44] the new country portfolio budget structure will reflect, where possible, the trust fund budgets that exist within a country. In 2017, the Secretariat will consider the feasibility of including the programmatic framework and rationale for trust funds in CSPs, interim CSPs or limited emergency operations in all situations and contexts. This implies that this section of the APR could be mainstreamed into the Results by Strategic Objective section in the future.

[44] WFP/EB.2/2016/5-B/1/Rev.1.

PART III – ORGANIZATIONAL PERFORMANCE BY MANAGEMENT RESULTS DIMENSIONS

This section looks at the five priority dimensions recognized by the 2014 WFP Management Results Framework as needing specific attention: people, partnerships, processes and systems, programmes, and accountability and funding. WFP is able to show the overall positive trend in terms of management performance, while highlighting challenges and efforts to create a more flexible administration. The definition of Value for Money adopted by the organization includes economy, efficiency and effectiveness. There are elements in the Management Results Framework 2014–2017 that clearly speak to these and examples are provided throughout the section.

195. The five Management Results Dimensions (MRDs) identified in the Management Results Framework (MRF) ensure that WFP:

- is people-centred, investing in staff capabilities and learning in a culture of commitment, communication and accountability (People);
- is a preferred partner for beneficiaries, communities, governments, United Nations agencies, non-governmental organizations (NGOs) and the private sector (Partnerships);
- delivers assistance effectively and efficiently to beneficiaries, and builds capacities (Processes and Systems);
- has efficient systems supporting optimal project design and implementation, supply chains, learning, sharing and innovation (Programmes); and
- is transparent, providing value for money and accountability for all its resources, and is fully funded (Accountability and Funding).

196. The performance expected under each MRD is defined in 20 management results, shown in Figure 10, that comprise the MRF. WFP measures and reports on performance for each management result by comparing key performance indicators (KPIs) and related targets at the beginning of the year with actual performance at the end of the year. Performance against all the indicators used is shown in Annex III-A. Where quantitative data for certain KPIs are not available, performance information will be provided in qualitative terms. The methodology for colour coding the performance is explained in Annex III-B.

197. Future reporting, based on the Corporate Results Framework (2017–2021), will consider oversight findings and risk management information to complement KPI data as part of the overall performance assessment of specific areas of work.

Figure 10: ***2014–2017 Management Results Framework***

MRDs
PEOPLE
PARTNERSHIPS
PROCESSES & SYSTEMS
PROGRAMMES
ACCOUNTABILITY & FUNDING
Management Results
1.1 Effective staff learning and skills development.
2.1 Strategic and operational partnerships fostered
3.1 High quality programme design and timely approval
4.1 Appropriate and evidence-based programme responses
5.1 Predictable, timely and flexible resources obtained
1.2 Engaged workforce supported by capable leaders promoting a culture of commitment, communication & accountability
2.2 Partnership objectives achieved
3.2 Cost-efficient supply chain enable timely delivery of food assistance
4.2 Alignment with government priorities and strengthened national capacities
5.2 Strategic, transparent and efficient allocation of resources
1.3 Appropriately planned workforce
2.3 UN System coherence and effectiveness improved
3.3 Streamlined & effective business processes & systems
4.3 Lessons learned and innovations mainstreamed
5.3 Accountability frameworks utilized
1.4 Effective talent acquisition and management (attract, recruit and deploy)
2.4 Effective governance of WFP is facilitated
3.4 Conducive platforms for learning, sharing and innovation
4.4 Effective communication of programme results and advocacy
5.4 Effective management of resources demonstrated
WFP Human Resources & Partners provide critical INPUT
efficiently transformed (through Processes & Systems) into OUTPUTS
..that enable effective Programmes to produce planned OUTCOMES

198. For the second year in a row, as shown in Table 20, WFP is able to report strong progress across all five MRDs as well as the related management results and KPIs.

Table 20: **Overall Performance by Management Results Dimension**

Management Results Dimensions	Performance
1 – People	●
2 – Partnerships	●
3 – Processes and Systems	●
4 – Programmes	●
5 – Accountability and Funding	●

Value for money

199. WFP has a strong culture of implementing operations by seeking a balance among effectiveness, efficiency and economy. These three concepts, included in its 2015 Value for Money framework, are regularly applied in daily management of operations, ensuring that resources are utilized in the best way possible.

200. In 2016, for the first time, the country Standard Project Reports also included Value for Money aspects. This enabled demonstration that at operational level, WFP made progress towards achieving results included under the five Management Results Dimensions, as highlighted in the following examples.

201. *People.* Country offices, such as Ukraine, strengthened staff capacities by providing on-the-job training highly adapted to their context, while other country offices, such as Ghana and Myanmar, made efforts to collaborate with universities and other United Nations agencies to ensure recruitment of high-level candidates and enhance quality of cross-disciplinary interventions. The Malawi country office collaborated with other United Nations agencies to speed up recruitment of staff and, in turn, increase efficiency of response to rapid scale up emergencies. In Ghana and Indonesia, staff wellness initiatives aimed at increasing staff motivation and productivity. In Sudan, the first country-level staff wellness strategy has been designed and implemented.

202. *Partnerships.* Collaboration with partners contributed to Value for Money of WFP and partners' operations. This was the case in Burundi, where the SCOPE platform was also used by the Office of the United Nations High Commissioner for Refugees (UNHCR) for reporting; and in Ecuador, where the combination of government and WFP resources was key to the effectiveness and efficiency of the response to the worst earthquake in the country's history. In Myanmar, sharing offices with other United Nations agencies in different locations led to cost savings

203. *Processes and Systems.* The establishment and use of the Global Commodity Management Facility (GCMF)[45] has contributed to WFP's corporate efficiency and also proven key in effectiveness in some landlocked countries, such as Burundi and Chad. The constant monitoring of effectiveness and efficiency of the Mombasa corridor, as well as several initiatives to reduce costs, supported the achievement of WFP's objectives in the eastern and central Africa regions. The Afghanistan country office reviewed its internal procedures to gain access to the less secure areas of the country, managing to maintain effectiveness of operations despite a deterioration of the already very difficult context. The adaptation of processes for carrying out joint procurement with other United Nations agencies or signing long-term agreements with suppliers of regularly purchased items led to cost reduction in operations in countries such as Kenya or the United Republic of Tanzania

204. *Programmes.* Investments in preparedness have increased the efficiency of WFP's response in operations such as Myanmar. In several countries, such as Chad and the Democratic People's Republic of Korea (DPRK), the revision of WFP operational presence in-country has increased the effectiveness of operations in terms of coverage and targeting of beneficiaries and reduced office costs. A number of country offices have made progress in increasing quality and therefore effectiveness of operations, by closely monitoring performance of suppliers in cash-based transfer (CBT) interventions and further adapting food baskets to the preferences of beneficiaries.

205. *Accountability and Funding.* The roll out of various corporate systems provided availability of real-time information for decision-making, enhancing transparency and accountability. This facilitated, for example, better fleet management in country offices such as Indonesia and Ukraine, and more efficiency and economy in travel management in country offices such as DPRK. The security situation in some countries led to increased security measures in some operations, such as South Sudan or the Syrian Arab Republic, which enable the effectiveness of the operations.

206. As part of its Integrated Road Map (IRM), WFP is moving to a single Corporate Results Framework (CRF) from 2017. Within the CRF, WFP's management performance will be reflected through three categories of indicators, with Categories I and II serving strategic planning and reporting purposes, and Category III serving daily management of operations. To promote continuity, Category I indicators may be organized around the five Management Results Dimensions used in the current Management Results Framework. Category II will reflect priorities set by WFP's leadership or relate to specific WFP external commitments. Category III indicators will reflect effectiveness, efficiency and economy of functions and operations in the different contexts in which WFP operates, thus engraving the Value for Money concept even deeper in WFP performance management.

[45] GCMF is a financing platform for forward positioning food in a region or corridor, based on anticipated demand of nearby country offices. Forward positioning shrinks delivery lead time (especially during emergencies) and enables food procurement at the right time to increase value for money.

Management Results Dimension I – People

Overall performance

207. Reflecting WFP's intention to be a people-centred organization, this MRD focuses on developing employees' capabilities to provide better assistance to the people WFP serves. The wide range of actions needed to achieve this goal were outlined in the WFP People Strategy approved by the Board in November 2014. In February 2016, WFP provided the Board with a full update on progress in the implementation of the People Strategy, and in February 2017, the Summary Review of the Fit for Purpose Organization-Strengthening Initiative presented the Board with details of progress made in meeting Fit for Purpose's people-related goals.

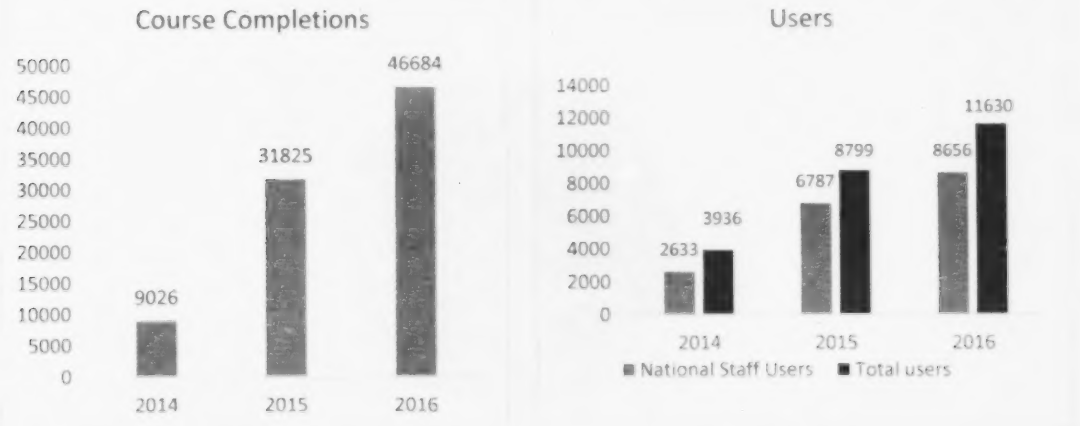
208. The 2015 APR drew on the results of a Global Staff Survey undertaken in April 2015 which provided insight into the level of staff engagement at WFP. Because WFP undertakes staff surveys every two years, this 2016 APR includes several alternative KPIs to measure WFP's performance across the four management results in this dimension. These KPIs – including metrics for 2014 and 2015 – are reported in full in Annex III-A.

Management Result 1.1 Skills: effective staff learning and skills development

Remote learning to increase staff skills

209. WFP must deal with the wide geographical distribution of its employees and the remoteness of many duty stations. During 2016, WFP continued to upgrade and promote remote learning through its web-based Learning Management System (LMS). Because LMS provides a single entry point for learning by WFP employees, it allows WFP to coordinate, deliver and track learning for all employees.

Figure 11: ***Growth of learning through the web-based Learning Management System***



210. The 2016 results were significant:

- LMS had 46,684 course completions, a 47 percent increase from 2015, and a fourfold increase from 2014 (Figure 11).
- National staff training has increased three-fold since the People Strategy was approved in 2014 (Figure 11).

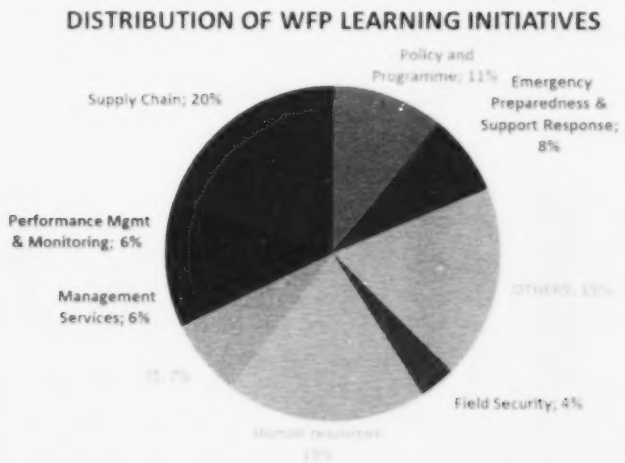
- More than 1,000 national staff members were granted online language licences in 2016, with each participant logging an average of 15.5 hours of online learning per month, developing language skills that can be key for increasing both their effectiveness and career development opportunities.
- More than 180 e-learning courses were available on LMS as of December 2016, of which 80 percent related to functional training, such as the Logistics Execution Support System (LESS) project, CBTs, gender programmes and nutrition – and the LMS content continues to grow.
- About 17 percent of the LMS offerings are core skills training, such as courses on active listening, influencing and managerial skills.
- About 3 percent of the LMS courses are mandatory training courses, such as basic and advanced security in the field, and prevention of fraud.

Strengthened collaboration among WFP functions serves to increase the impact of functional training

211. The main demand from field offices is for functional and operational training. During 2016, WFP worked on 33 different functional learning projects that called for close collaboration between training specialists and functional area experts across many aspects of WFP's work (Figure 12). Examples of critical training efforts included:

- initial engagement and planning to support the 2017 implementation of the Integrated Road Map;
- training to support LESS implementation;
- two stages of the Programme Excellence Learning Journey – a training designed for country directors, deputy country directors, heads of programme and emerging programme leads;
- training in accountability to affected populations and protection;
- training in basic nutrition concepts and nutrition monitoring and evaluation (M&E); and
- training in CBTs and SCOPE.

*Figure 12: **The wide range of functional training in WFP***


DISTRIBUTION OF WFP LEARNING INITIATIVES
Policy and Programme; 11%
Emergency Preparedness & Support Response; 8%
Supply Chain; 20%
Performance Mgmt & Monitoring; 6%
Management Services; 6%
Field Security; 4%

Management Result 1.2 Culture: an engaged workforce supported by capable leaders promoting a culture of commitment, communication and accountability

Progress towards gender balance in WFP

212. WFP continues to work towards gender balance in international professional positions and is making consistent progress. The proportion of women in leadership positions rose from 39 percent to 40 percent in 2016 and the proportion of women in all international professional positions rose from 42 percent to 43 percent. However, at D-2 and above, women account for just 28 percent of positions. In 2016, 53 percent of international professional recruits were women compared with 54 percent in 2015. Half of the people appointed to leadership positions were female, the same proportion as 2015.

213. Actions taken to improve gender representation have included:

- strengthening the leadership pipeline by supporting the progression of WFP's women leaders through the women's leadership development and career (INSPIRE) programme,[46] which has trained a total of 210 women since 2013 and expanded in 2015 to include female national officers;
- incorporating gender elements in the newly launched e-Recruitment system to ensure that hiring managers and staffing coordinators monitor gender at every stage of the recruitment process;
- incorporating gender statistics into the new online country office dashboard to provide instant updates to country directors and country office staff on gender representation; and
- providing skills training for all recruiting focal points and human resources staff at Headquarters which raises awareness of understanding unconscious bias when developing a diverse sourcing strategy to attract more women candidates.

214. The proportion of leadership positions occupied by staff from developing countries has grown steadily from 27 percent in 2012 to 32 percent in 2016. In all grades, 54 percent of international professionals recruited in 2016 were from developing countries compared with 40 percent in 2015.

Leadership development

215. WFP's Leading for Zero Hunger programme launched in 2014 continued to be implemented in 2016, equipping 250 more leaders with key skills. In total, 560 staff members have been trained and the course received very positive feedback from participants.

Employee engagement and leadership effectiveness

216. The only reliable indicators on staff engagement and leadership effectiveness are those contained in the 2015 Global Staff Survey – in which WFP scored above global norms. The staff engagement indicator measures the extent to which employees are motivated to contribute to organizational success. The 2015 APR reported that the factors that had a positive effect on employee engagement included satisfaction, commitment, pride and a sense of personal responsibility.

Management Result 1.3 Organization: appropriately planned workforce

Staffing structure reviews

217. Effective workforce planning and organizational design is a key factor in determining the overall effectiveness of an organization. The needs that WFP addresses and the funding available to meet these needs change over time. WFP therefore carries out staffing structure reviews (SSRs) of Headquarters divisions, regional bureaux and country offices to ensure that staffing is aligned to needs and the funding available. This is particularly relevant for country offices in the context of the implementation of the IRM.

218. In 2016, 14 SSRs were completed and eight SSRs are ongoing. SSRs have been carried out in all eight country offices that are piloting the implementation of the IRM, and WFP expects to expand

[46] WFP was one of the first United Nations entities to create a tailored women's leadership programme to strengthen women's leadership capabilities further, career aspirations and overall confidence.

such reviews to all country offices as the IRM is rolled out. The outcome of the country strategic plan (CSP) process will determine the level of staffing changes needed in each office.

Retention of staff

219. Retention rates offer a broad indicator of the extent to which WFP is able to retain the talent it recruits but also the morale of WFP's workforce. In 2016 WFP retained 97.4 percent of international professional staff members, compared with 97.2 percent in 2015.

National Staff Project

220. National staff, including personnel serving under fixed-term contracts, service contracts (SCs) and special service agreements (SSAs), represent 80 percent of WFP's nearly 16,000 personnel serving in offices across 80 countries. Ensuring that WFP harnesses human resources effectively, including attracting, retaining and best utilizing top talent from the countries where it serves, is essential.

221. In October 2016, the Executive Director launched a National Staff Project in order to ensure a dedicated focus on national staff. The project focuses on four key issues:

- *contract modalities*, including addressing ongoing concerns regarding the use of short-term contracts for long-serving personnel;
- *nationalization of functions* to take advantage of the growing capacity in the countries where WFP works and provide new opportunities to locally recruited colleagues;
- *career development*, including ensuring that all colleagues benefit from opportunities to develop their capacities and their careers; and
- *staff wellness*, with a focus on ensuring that investments to improve working and living conditions in hardship countries benefit all WFP personnel.

Management Result 1.4 Talent: effective talent acquisition and management (attract, recruit, deploy)

Talent sourcing and acquisition

222. WFP has sought to increase the number of candidates applying for positions by, for example, more effective use of social media. Between 2014 and 2016, the average number of applicants per international fixed-term position increased from 114 to 172 – an increase of 50 percent.

223. Late in 2016, WFP launched a new electronic recruitment platform to increase the effectiveness of its talent acquisition process. Large country offices may receive some 40,000 applications every year, and up to 60 percent of field human resources staff time may be spent on recruitment-related activities. The e-Recruitment platform, which is available in all WFP offices, allows WFP to automate and increase the efficiency of the process. It also provides for more corporate oversight of the recruitment of locally recruited staff, which accounts for 80 percent of the WFP workforce. The new tool has resulted in increased outreach, reduced time required to screen candidates and less transactional work.

Obtaining the best WFP leaders

224. In 2015 WFP introduced a four-stage process for selecting people for leadership positions at the P-5 and D-1 levels. The process is designed to identify and place the right leaders in the right locations and to ensure that current and future leaders are equipped with skills that are essential both now and in the future. The four stages include a talent review, career development assessment, leadership pool inclusion and reassignment decisions.

- *Talent review.* The talent review stage considers all candidates who meet the eligibility criteria. In 2016, 240 staff were eligible to apply to the internal talent review.
- *Career development assessment.* The career development assessment stage includes an independent skills, knowledge and behavioural assessment conducted by specialists in the fields of leadership, potential, organizational development and psychology. In 2016, 48 staff participated in a Career Development Centre assessment.

- *Leadership pool inclusion.* For the leadership pool stage, the Senior Staffing Committee reviews all staff information available to decide whether or not to include staff in the leadership pool. In 2016, 24 staff members were assessed as ready for promotion and, therefore, included in the leadership pool.
- *Reassignment.* Decisions on reassigning staff to P-5 or D-1 positions gives priority to staff in the leadership pool. In 2016, 12 new leaders were reassigned from the leadership pool, 9 to P-5 positions and 3 to D-1 positions.

225. WFP also recruits senior leaders externally if skills or expertise are not available in-house. In 2016, more positions were approved for simultaneous internal/external recruitment than previously, including more senior-level positions and positions responding to Level 3 emergencies. For P-5/D-1/D-2 posts, 17 positions were advertised compared with 7 in 2015. Of those 17 positions, 12 were filled with female candidates.

Reassignment of international staff

226. The reassignment process is the mechanism that WFP uses to manage the deployment of its mobile workforce of international staff. In 2016, significant improvements led to an increase in geographic moves between Headquarters and the field which has helped ensure sharing of work across hardship duty stations and expand the skills of the international professional workforce. Notably, there was a 10 percent increase in applications to hardship duty stations, the most difficult locations in which WFP operates.

227. The reassignment process has been further strengthened by the launch of the reassignment dashboard which shows current vacancies by country, among other features. Launched in the last quarter of 2016, the dashboard is for use by staff members, staffing coordinators and managers, and further enables transparency and efficiency in the reassignment process.

Talent management and the career framework

228. The People Strategy[47] promotes a culture of continuous learning and development where strong performance and on-the-job experience are viewed as essential components of career development. WFP requires all staff members to manage their careers and has developed career frameworks that identify the competencies and skills required for all roles, as well as appropriate career paths.

229. In 2016, WFP initiated a new Organizational Capability Model, which replaced the previous WFP Core Competency Model. The new model reflects the demands for staff members to manage their own careers, but is also the basis of the recruitment, performance assessments, reassignment and promotion processes. WFP has also mapped and aligned the new model to the LMS so that staff members are better able to address their learning and development needs. Further, WFP has mapped and developed the specific functional capabilities and career frameworks for each of the functions giving key functional areas defined functional capabilities – and advancement that helps staff members better navigate their careers at WFP.

230. WFP's Statement on Internal Control identified the need to improve talent management and workforce planning. This reflects the persisting highs of Level 3 and Level 2 emergencies, where WFP has not fully addressed the staffing needs throughout the organization. Some country offices classified as hardship duty stations experienced challenges in attracting and retaining qualified staff, particularly in conflict areas. In other cases, inadequate staff skills were attributed to lack of training that resulted from insufficient funds. Over-reliance on short-term staff resulted in high turnover and gaps in knowledge retention. The Office of the Inspector General also highlighted significant gaps related to workforce planning and talent management not being fully introduced, although it did observe good practices and positive developments in this area. It further identified the need for organizational guidance and drew attention to issues associated with the use of short-term staff.

[47] WFP/EB.2/2014/4-B.

Management Results Dimension 2 – Partnerships

Overall performance

211. This MRD reports on WFP's performance during 2016 in becoming a preferred and trusted partner for beneficiaries and stakeholders.

Management Result 2.1: Strategic and operational partnerships fostered

Partnerships with United Nations funds and programmes

212. During 2016, WFP continued its partnerships with United Nations organizations towards achievement of joint food security and nutrition outcomes, aligned with national needs and objectives. All WFP offices were involved in administrative collaboration, advocacy and communication, programme implementation, policy advice, knowledge transfer and monitoring. The Food and Agricultural Organization of the United Nations (FAO), the United Nations Children's Fund (UNICEF) and UNHCR remained the main partners at country level. In terms of collaboration among the Rome-based agencies: 90.2 percent of WFP country offices engaged in collaboration with FAO, 32.9 percent engaged with the International Fund for Agricultural Development (IFAD) and 26.8 percent engaged in trilateral cooperation. WFP worked with United Nations entities in all of the Level 3 emergencies.

Private-sector partnerships

213. WFP generated USD 77.2 million in contributions from the private sector in 2016, which fell short of its sustainable revenue goal of USD 85 million. In addition to cash support, WFP receives support in the form of technical expertise, market knowledge, business processes and innovations that support building WFP's capacity to achieve its Strategic Objectives. Capacity development assistance has been provided for logistics, nutrition, CBTs, and food quality and safety management. WFP has pioneered a methodology to quantify the "impact value" of these partnerships. The estimated utilized impact value of capacity-strengthening partnerships evaluated in 2016 was USD 270 million.

Box 11: Features of private-sector income

2016 results were driven by strong fluctuations in the corporate and foundations income, which represents a large part of the overall private-sector partnerships portfolio. Income from individuals remains small but on a steady upward path.

- USD 66.9 million – 87 percent – was in cash; USD 10.3 million – 13 percent – was in-kind.
- USD 18 million came from new donors, USD 59.2 million from existing donors.
- 16 percent of contributions was allocated to emergency operations.

214. To achieve 2017 revenue targets, WFP will focus on markets, channels and industries that can provide partnerships valued at USD 2 million and above. WFP believes that this and other structural changes will enable achievement of its 2017 revenue goal and support private-sector engagement [46] at the national level during the roll-out of the IRM and implementation of country strategic plans.

[46] As part of the Management Plan 2017–2019 (WFP/EB.2/2016/5-A/1/Rev.2) approved by the Executive Board, WFP harmonized the 10 percent indirect support cost recovery rate for private-sector contributions with the 7 percent rate for government funding, with a view to increasing the level of funds raised from the private sector and in line with practices in other United Nations agencies.

South-South and triangular cooperation

South-South and triangular cooperation by country offices increased to 62 percent in 2016 from 60 percent in 2015. The main areas of interaction were school meal programmes and social protection, often with support from the WFP Centre of Excellence against Hunger in Brazil[49] and intra-regional activities promoted by the regional bureaux. South–South cooperation is increasing in areas such as market access, nutrition, disaster risk reduction, climate adaptation and early warning, and emergency preparedness and response. During 2016, WFP developed guidance on South-South and triangular cooperation which will be officially launched, together with an accompanying learning course, in early 2017.

Box 5: WFP China Office promotes South-South and triangular cooperation

The WFP China Office functions as a WFP Centre of Excellence for enhancing South-South cooperation, while also supporting China's domestic efforts to promote food security and nutrition and forge public-private partnerships working towards food security and nutrition targets.

During 2016, WFP prepared a CSP[50] for its framework of action in China, which calls for collaborating with the Ministry of Agriculture in facilitating the development of policy dialogue and new cooperative platforms and partnerships, carrying out technical training, deploying experts, and fostering a new generation of farmer leaders through in-field technical demonstrations. These include Demonstration in Africa by Africans – a programme through which young African farmer leaders visit China to observe Chinese expertise along value chains, then receive seed money to implement innovative solutions and demonstrate practices to their peers in their home countries. WFP will prioritize the selection of women to participate in the programme.

WFP's presence in volatile areas characterized by natural and human-induced disasters provides entry points for China to share its vast experience with response and relief in natural disasters. WFP's network of support is crucial to ensuring that South-South cooperation, facilitated by the WFP China Office is demand-driven.

Together with WFP country offices in partner countries roundtable consultations and mapping exercises will be used to identify South-South cooperation opportunities. These efforts will be strengthened through alignment with several cooperation initiatives, including the China-Africa Cooperation Forum, the One Belt, One Road initiative, the Lancang-Mekong Cooperation Mechanism, the China-Arab Cooperation Forum and the China-Latin American Cooperation Mechanism.

Management Result 2.2 Partnership (Strategic Plan)

Customer satisfaction with cluster activities

WFP leads the Logistics Cluster and the Emergency Telecommunications Cluster (ETC), and jointly leads the Food Security Cluster with FAO. With this position, it uses surveys to measure customer satisfaction with cluster activities.

When the Logistics Cluster[51] carried out nine user surveys[52] in 2016 to obtain feedback on the effectiveness and efficiency of its activities, 92 percent reported satisfaction, the same high level it had received in 2015. These results demonstrate that the cluster continues to learn from previous operations, and offers services that meet the needs of partners. In 2017, WFP will measure progress over time by measuring customer satisfaction one month into an emergency –

[49] The WFP Centre of Excellence against Hunger in Brazil is a partnership between WFP and the Government of Brazil that helps to develop lessons learned from successful experiences in addressing zero hunger and makes them available to developing countries for learning, sharing and adaptation through South–South and triangular cooperation.

[50] WFP/EB.1/2017/7/Rev.1.

[51] The Logistics Cluster provides coordination services to the logistics sector and, if needed, augments logistics infrastructure and provides common logistics services for the broader humanitarian community.

[52] Surveys were conducted in the Democratic Republic of Congo, Fiji, Haiti, Iraq, South Sudan, the Syrian Arab Republic, Ukraine (2), and Yemen.

with a goal of achieving 70 percent satisfaction at the one month stage, but with the target of achieving 90 percent satisfaction before deactivation.

238. The annual customer survey of the global Food Security Cluster partners showed that 95 percent felt the cluster was meeting their organization's expectations in supporting food security programmes – an increase from the 88 percent reported in 2015. All respondents indicated that their organization's position was reflected or well reflected by the cluster. In addition, the respondents consider the cluster working group products, lessons learned and the core indicator handbook as the most useful products for informing their organizations about cluster-related work.

239. In customer surveys of ETC[53] operations in Haiti, South Sudan and Yemen, WFP achieved an overall satisfaction level of 86 percent. This was above the target of 80 percent but slightly below the 89 percent achieved in 2015. In 2017, the ETC aims to collect feedback from partners and users more systematically as part of a strengthened monitoring and evaluation framework.

Partnerships with NGOs

240. Key achievements in 2016 included the finalization of the field-level agreement with NGOs for use in emergencies and the delivery of a high-level annual partnership consultation hosted by the Executive Director. For the first time, an advisory group of NGO partners was formed to develop the agenda with WFP and ensure full participation in the consultation process.

241. In 2017, new corporate guidance for the management of NGO partnerships will be a central tool of the Integrated Road Map roll-out. The guidance will equip country offices to realize the full value and impact of strategic partnerships with civil society actors. Work also started on a joint capacity strengthening initiative with the International Federation of Red Cross and Red Crescent Societies targeting key national societies in their capacities as national first responders. This work will intensify in 2017, and provide a baseline for similar work with other civil society partners. Together with UNICEF, UNHCR and Office for the Coordination of Humanitarian Affairs (OCHA), WFP also began work to harmonize and simplify partnership tools and processes. This has long been advocated by the NGO community. The deadline for delivery of the harmonized and simplified partnership tools is end of 2018.

Management Result 2.3 United Nations system coherence and effectiveness improved

Aligning country programmes with the United Nations Development Assistance Framework

242. All five country programmes developed in 2016 were aligned with the relevant United Nations country frameworks. Under WFP's new country portfolio approach, country strategic planning cycles will be aligned with national and, consequently, United Nations Development Assistance Framework (UNDAF) planning cycles. National zero hunger strategic reviews will complement the common country analyses that inform UNDAFs, and CSPs will ensure that WFP outcomes are coherent with national and UNDAF outcomes and that they complement the outcomes of other United Nations agencies.

[53] The ETC is a network of organizations that work together to provide shared communications services in humanitarian emergencies.

Box 6: ***Using WFP's expertise in CBT delivery mechanisms to provide cash transfers for partners***

After many requests from humanitarian partners, the Executive Director authorized the establishment of the CBT Special Account in January 2015. Consistent with the United Nations Delivering as One effort, this allows other organizations to use WFP's CBT platform on a full-cost recovery basis and promotes the integration of humanitarian and development assistance in places where the same beneficiaries are targeted by multiple agencies. It also generates economies of scale.

In 2016, WFP transferred USD 59.8 million to beneficiaries on behalf of eleven other humanitarian partners in three countries – Jordan, Lebanon and the State of Palestine – using a "multipurpose card". Other country offices are exploring the scope for using this mechanism to promote similar economies of scale in CBTs across the humanitarian and development communities.

Progress on Quadrennial Comprehensive Policy Review recommendations

243. WFP is implementing the decisions of its 2013–2016 Quadrennial Comprehensive Policy Review (QCPR) and participating in United Nations meetings on coordination. Some of the QCPR indicators on which WFP is reporting are reported in the context of other management results (all QCPR indicators are presented in Annex X).

244. This Management Result reports on WFP's application of common indicators relating to system coherence and effectiveness, where a methodology has been established to track progress in implementing QCPR recommendations. The 2016 results of the tracked indicators show an improvement over 2015. Comparisons of the data from 2014 (baseline) to 2016 (final) indicate major advances in several indicators and plateaux or nearly identical data for the remaining indicators. For example, in 2016, all WFP country offices were using common results-based management (RBM) tools and principles, 92 percent of country offices were implementing common services which was the same as the baseline year of 2014 but 6 percent higher than 2015, and WFP met its target contribution to the resident coordinator system.

Gender marker

245. All 19 new projects submitted and reviewed in 2016 received a gender marker code 2a or 2b. The substantial improvement in the mainstreaming of gender in WFP's interventions contributed to reaching the corporate target of 100 percent, as shown in Figure 13.

Figure 13: ***Percentage of new projects with gender marker code 2a or 2b, since adoption in 2012***

246. To strengthen the capacities for gender analysis and gender-transformative programming throughout the organization, the gender marker review was decentralized to the six WFP regional bureaux in June 2016. The bureaux had received training from the Gender Office.

247. The Inter-Agency Standing Committee (IASC) asked WFP to pilot a new Gender and Age Marker (GAM) for humanitarian operations, for launch in June 2017. The GAM assesses and tracks the inclusion of gender and age in humanitarian programmes from design and implementation to reporting and evaluation. Since September 2016, WFP has piloted the new marker in the Democratic Republic of the Congo (DRC) and Myanmar. The preliminary results from the DRC pilot have already been used to refine the IASC proposals. Guidance and training materials will be developed in 2017 to ensure that the GAM is integrated into the CRF and CSP processes and outcomes as part of the IRM.

WFP's support for the Resident Coordinator system

248. Nineteen WFP staff – 6 women and 13 men – are qualified as United Nations Resident Coordinators (RCs); three are available for immediate deployment and nine are serving

in other assignments but available for deployment. Two women and five men are deployed as RCs in Armenia, Bhutan, Cuba, Indonesia, Nigeria, Serbia and Zimbabwe.

Management Result 2.4 Effective governance of WFP is facilitated

Support for the Executive Board

249. The Board's Programme of Work for 2016 included 72 items for approval, consideration and information, of which 58–81 percent – were submitted by the Secretariat. This was higher than 2015 when 77 percent of the programme was submitted by the Secretariat and it also exceeded the target which had been set at 80 percent. Items not presented included five policy documents which were deferred to allow time for the many consultations required to approve the IRM, seven operations documents which were postponed because of change in priorities and needs, one evaluation which was deferred to 2017, and an oral report of the Joint Meeting of the Executive Boards which was postponed by one session.

Oversight arrangements and reporting

250. WFP continues to maintain high standards of oversight with the publication of evaluations, internal audit and inspection reports and ongoing improvements to internal systems for tracking the implementation of recommendations by oversight bodies. The Secretariat reports regularly to the Board on actions taken to implement the recommendations evaluations managed by the Office of Evaluation, the recommendations of the External Auditor and those of the Joint Inspection Unit. The annual reports of the Inspector General and the Audit Committee are considered at the Board's annual sessions.

Maintaining high ethical standards

251. The Ethics Office is entrusted by the Executive Director to foster a strong ethical culture of compliance and accountability to the standards applicable to WFP and all WFP personnel, regardless of contract type or level, and with the third parties with which WFP works. Certain constant standards are applicable to WFP because it is a public international civil service humanitarian organization.[14] In addition, WFP maintains policies and practices that operationalize the standards of conduct expected by WFP personnel and WFP partners. In 2016, the WFP Strategic Plan (2017–2021) was updated to better reflect WFP's values, standards and principles and its social sustainability commitments.

252. WFP's values, standards and principles embody its status as a public international civil service and humanitarian organization. In this regard, the expectations of conduct emphasized by the Ethics Office include integrity, independence, impartiality, neutrality, incorruptibility, competence and more, as well as fundamental human rights, dignity and equality. In addition, the Ethics Office emphasizes the expectations of conduct as related to WFP's established humanitarian principles and the principles of "do no harm" and protection, including protection from exploitation and abuse of those it serves.

253. In 2016, the Ethics Office continued to maintain education and outreach initiatives. In addition to an annual ethics message from the Executive Director, these included supporting and participating in:

- "16 Days of Activism" campaign against gender-based violence;
- annual recognition of International Anti-Corruption Day on 9 December;
- annual awareness campaign on WFP's gifts policy and practices; and
- ethical leadership dialogue between the Ethics Office and senior management.

254. The Office also launched two new initiatives: i) a three-part awareness campaign requested by the Executive Director against sexual violence, sexual harassment and protection from sexual exploitation, in collaboration with other relevant divisions; and, in collaboration with others, ii) an induction programme to address the gaps in knowledge identified by management and the Ethics Office about what it means to work for an international civil service organization.

[14] The standards of WFP are derived from the Charter of the United Nations, Standards of Conduct for the International Civil Service, the WFP Code of Conduct and other administrative issuances.

255. In addition, the Respectful Workplace Advisers who are supported by the Ethics Office as Ethics Ambassadors received "train the trainer" sessions with materials that had been translated as needed. This resulted in anti-fraud and anti-corruption training of more than 300 additional employees in eight countries.

256. The Ethics Office annual report (which can be found in Annex IV) provides additional information about: i) education, outreach and training and, of particular note, the development and roll-out of the ethics e-learning in 2016; ii) advice and guidance available, which grew substantially last year including requests by management, iii) protection of "whistleblowers", who raised a few cases during 2016, and were given extensive time and consideration by the Ethics Office and management; iv) the annual conflicts of interest and financial disclosure programme, which resulted in an increase of reviews of outside activities of employees through the ordinary Ethics Office process; v) setting standards and policy input, which had a marked increase in volume; and vi) coordination with the ethics offices of the RBAs and other United Nations organizations, which remained robust as related to the United Nations Ethics Office and the other funds and programmes.

Managements Results Dimension 3 – Processes and Systems

Overall performance

257. This MRD reports on WFP's performance in implementing processes and systems that support project design and implementation, supply chains, learning, sharing and innovation.

Management Result 3.1 High-quality programme design and timely approval

Baselines and targets for the Strategic Results Framework

258. When outcome indicators establish baseline and target values within three months of the start of an operation's activity, it is indicative of sound design. WFP set a 2016 target of 75 percent to reflect expected improvements three years after the introduction of the 2014–2017 Strategic Results Framework (SRF). By the end of 2016, baseline and target values had been established for 84 percent of outcome indicators in active projects – by far the best achievement since the implementation of the SRF. The baseline was not established for some 15 percent of indicators – often because of lack of data from partners and funding constraints. In 2016, WFP continued its monitoring training programme, expanding it to all regions. Global roll-out of WFP's country office tool for managing effectively (COMET) and Standard Project Report Intelligent Next Generation (SPRING), finalized in October 2016, aided the registration of and reporting on outcome indicator values.

Management Result 3.2 Cost-efficient supply chain enables timely delivery of food assistance

Average number of days gained using advance financing mechanisms

259. During 2016, the advance financing mechanisms helped WFP anticipate the food procurement process by an average of 53 days, meaning contributions used as collateral were confirmed an average of 53 days after loan approval. This is a slight reduction from the average of 61 days achieved in 2015, but in line with earlier years.

Improved lead times through advance purchases

260. WFP purchases food in advance of need using the USD 350 million GCMF, which has active supply lines in the northern and southern parts of the Horn of Africa, the western, eastern and coastal Sahel, southern Africa and the Middle East.

261. In 2016, WFP again exceeded its target of reducing average lead times by 50 percent. The average lead time for countries in GCMF supply lines was 46 days – 62 percent less than the average lead time of 120 days although higher than the 37-day lead time achieved in 2015.

262. This performance result was mainly attributable to a strong corporate commitment that fostered cross-functional collaboration among stakeholders, an improved demand forecasting model and a well-structured team. In 2017, the GCMF will seek further improvement in the lead-time and demonstrate efficiencies in other parameters, such as economies of scale for the projects – all of which will stem from enhanced resourcing projections, efficient supply chain contractual arrangements and continued collaboration among stakeholders.

Food assistance delivered

263. WFP uses the relationship between budgeted and actual expenditure as a performance indicator for each component of food assistance, namely food, CBTs and capacity development and augmentation (CD&A). The value in 2016 stood at 58 percent – the highest yet within the current Strategic Plan (2014–2017). Needs were 2 percent higher than in 2015 while the implementation of planned food transfers grew by more than 9 percent, thanks in part to record-level resources provided by donors. Expenditures for CBTs were almost 30 percent higher this year, as WFP

provided CBTs in 60 countries across 95 operations, compared with 54 countries and 84 operations in 2015, and USD 880 million in direct transfers to more than 13 million beneficiaries. Food expenditures grew by 7 percent while CD&A was 4 percent lower than last year. Direct support costs were comparable to those of 2015.

Emergency responsiveness

264. WFP's target is to commence food distributions within three days of the start of a sudden-onset emergency following a request for WFP assistance. This target was achieved in both sudden-onset emergencies during 2016:

- *Ecuador earthquake.* After a 7.8 magnitude earthquake struck the northern coast of Ecuador on 16 April, killing 660 people and impacting 380,000 more, WFP dispatched an initial convoy of food to assist 8,000 people and initiated plans for a three-month emergency operation to assist half the affected population.
- *Haiti hurricane.* After Category 4 Hurricane Matthew – the strongest hurricane since 2007 – made landfall in Haiti on 4 October, WFP chartered a helicopter to begin emergency distributions to 9,000 people for a week in Jérémie, Haiti. WFP initially used food stocks that had been pre-positioned at that location and later launched a broader regional emergency operation.

Average cost per ration

265. The calculation of WFP's average cost per ration for 2016 covers all active projects during the year. This is the first time that WFP has been able to calculate a global cost, rather than using a subset of large operations.[55] Expenditures include all transfer-related costs – such as food commodity transport, storage, staff/partner services – which are then divided by the total number of food and cash-based rations distributed globally.

266. The average cost per ration in 2016 stood at USD 0.34 – a decrease from the USD 0.37 baseline calculated in 2014, and a slight increase from the USD 0.31 observed in 2015. Two operational factors contributed to the increase:

- assisting a higher number of beneficiaries with nutrition interventions, which use more costly food high in nutrients; and
- expanding WFP operations in response to the impact of El Niño, which called for WFP to activate several new logistics corridors.

Management Result 3.3 Streamlined and effective business processes and systems

267. In previous years, the APR reported progress in implementing Fit for Purpose workstreams. These were completed as planned during 2014. In January 2017, WFP presented a final report to the Board on Fit for Purpose implementation. The costs of the 58 budgeted investments and staff restructuring totalled USD 72.1 million, balanced against economy and efficiency savings, estimated at USD 122.3 million, including USD 87 million flowing from the Business Process Review (see Box 7).

[55] In the 2015 APR, the calculation was based on 27 projects for which a detailed ration analysis was available.

Box 7: ***Business Process Review carried out under Fit for Purpose***

The Fit for Purpose Report[56] provided for the first time an inventory of the progress made in addressing the recommendations flowing from the diagnostic Business Process Review (BPR) of Fit for Purpose.

The BPR took a holistic view of the actions needed to improve performance in seven focus areas – programme cycle management, resource management and utilization, supply chain, monitoring review and evaluation, administration, human resource operations and security. It also drew on the experience of hundreds of WFP staff members to pinpoint necessary changes. Prioritized actions included the development of strategies, guidance, training and skills, and also addressed bottlenecks across the processes.

The BPR generated more than 150 suggestions for improvements, which were narrowed to 57 priorities for action, including four cross-cutting issues.

Of the 57 recommendations from the BPR, 90 percent were fully or partially addressed – 40 percent without direct Fit for Purpose funding. This suggests that the BPR was more successful than many staff members believe in identifying the actions needed to improve WFP's business processes and systems.

Process reengineering under the Cost Excellence initiative

268. WFP launched the Cost Excellence initiative in July 2014 to find ways to reduce costs and improve efficiency while sustaining investments in key strategic priorities. A total USD 3.8 million in Programme Support and Administrative (PSA) savings were identified and realized in 2016 through a comprehensive analysis of global support costs such as travel, facilities and utilities. These savings have been redirected to strategic priority areas, with over 50 percent going towards field support.

269. In 2016, the Cost Excellence initiative focused on improving processes and policies in five functional areas: human resources, management services, information technology, finance and supply chain. Mapping and analyses conducted in Headquarters, regional bureaux and country offices laid the groundwork for further improvements in 2017 in areas across all five functional areas, for example, in areas such as finance and management services.

- *Finance.* The finance area has already seen the roll-out of two corporate applications, the Invoice Tracking System (see Box 8) and the Bank Communication Manager.
- *Management services.* Analyses of the management of assets and light vehicles from acquisition to disposal have been conducted in several country offices and an online booking tool has been piloted following a comprehensive review of issues faced in travel, which is a high-volume, high-cost area. Ongoing travel policy reviews and the development of a service-integrated platform are expected to lead to increased accuracy of financial accounting, reductions in air ticket costs and enhanced management reporting.
- *Functional areas.* Continuing process improvements across all five functional areas are expected to yield financial savings of USD 6.2 million in 2017. They will improve service delivery by reducing the burden of transaction processing particularly in field offices.

[56] WFP/EB.1/2017/11-C.

Box 8: ***Cost Excellence – invoice tracking and global payment factory***

A Cost Excellence investment in a new Invoice Tracking System (ITS) has delivered significant benefits and savings to WFP. The system supports the management of all suppliers' documents, from acquisition through verification and approval, and also integrates with the WFP Information Network and Global System (WINGS). These features enable a straight through processing capability that increases process efficiency and data accuracy and minimizes manual processing of documents.

USD 380,000 was invested in a light, robust and reliable web-based application, with the objective of cutting down on information and communications technology (ICT) costs, such as software licences and bandwidth resources, and enabling performance, sustainability and scalability. This technology is also compatible with multi-platform utilization, such as tablets and smartphones, meaning it will require minimal further investment. In 2017, this solution will realize annual recurring cost savings of USD 130,000 and will also avoid the one-off user licensing fees of USD 400,000 needed to scale up the old (ITS) solution to the target countries.

The new ITS platform is a precondition of the move to "paperless" invoice processing and achieving other Cost Excellence objectives; for example, the introduction of a Global Payment Factory to support automated invoice management workflows.

Roll-out of corporate systems

270. During 2016, WFP completed the global roll-outs of two systems crucial for its operational effectiveness:

- *Logistics Execution Support System (LESS)*, global roll-out completed in October 2016 has meant that 83 countries, including all regional bureaux, are online and 100 percent of WFP's food commodities are being tracked on-line in real-time. The new emergencies in Nigeria and Papua New Guinea demonstrated that LESS could be installed rapidly in emergency contexts. The new system is now fully operational and is helping WFP achieve significant improvements in the way it manages logistics.
- *Country Office Tool for Managing Effectively (COMET)*, global roll-out ensures that WFP has for the first time a single corporate tool following the processes of programme design, implementation, monitoring and reporting. COMET serves as a single platform for combining operational data, providing quality evidence on programme performance and supporting informed and efficient decision-making in a standardized format. Countries using COMET also have access to the Standard Project Report Intelligent Next Generation (SPRING) platform which supports the annual production of the Standard Project Reports (SPRs). In 2016, all SPRs were produced using the SPRING platform. Further investments in the COMET tool will include functionalities that link assessments and monitoring processes and enable upload of data collected through mobile devices.

Management Result 3.4 Conducive platforms for learning, sharing and innovation

Knowledge management

271. WFP's ability to share knowledge is crucial to strengthening global partnerships in support of country efforts to achieve the Sustainable Development Goals (SDGs). Numerous internal reviews and evaluations have identified the need for a stronger corporate approach to knowledge management. Throughout 2016, WFP worked to develop a corporate Knowledge Management Strategy through consultations with more than 130 staff across country offices, regional bureaux and Headquarters.

272. The resulting Strategy, developed as part of a broader series of actions to allow WFP to capture knowledge, includes a standardized corporate taxonomy, the new document management system, the new intranet, the new platform for programmatic guidance, the platform for live connections between WFP staff communities, and the upgraded Learning Management System. The Executive Management Group endorsed the strategy in February 2017 and is exploring staged implementation options to ensure that knowledge management in WFP is sustainable and valued, and also has flexibility to evolve over time.

Innovation

273. WFP's Innovation Accelerator Office in Munich was created to help WFP identify and scale up innovative and efficient solutions to address humanitarian and development challenges. The Accelerator is meeting new challenges, finding creative solutions and effecting change by identifying, nurturing, and scaling up bold solutions for the fight against hunger. The Accelerator has provided funding for innovations and start-ups, brought hands-on innovation expertise and WFP teams with experts from across the non-profit and private sectors as well as academia to take proven concepts to scale.

274. In 2016, the Accelerator gained momentum: over 250 innovation ideas were submitted to the internal Innovation Challenge, and WFP engaged over 150 WFP staff on more than 20 Accelerator-supported projects across close to 20 countries, demonstrating increasing engagement from the wider organization. Examples of projects taken forward in 2016 include:

- scaling up a zero post-harvest losses project with additional countries replicating the model (see Box 9);
- advancing a hydroponics project which harnesses the power of this water-efficient and soilless cultivation technique, to support vulnerable communities in desert-dry regions in areas such as Peru, Algeria and Jordan; and
- expanding a project to help Syrian refugees build a brighter future by building digital skills and forging new livelihood opportunities in partnership with the private sector.

Box 9: ***Zero Post-Harvest Losses***

WFP is scaling up a Zero Post-Harvest Losses programme that sells low cost, locally produced silos and provides training to smallholder farmers in developing countries. This project can virtually eliminate post-harvest food losses that can destroy up to 40 percent of a family's harvest. Taken together, the amount of food saved could be worth more than USD 4 billion, more than the total amount of food aid sub-Saharan Africa receives each year. WFP applies innovative farmer training and distribution models to the project, which is currently supporting some 93,000 smallholder farmers in Uganda alone.

Management Results Dimension 4 – Programmes

Overall performance

275. This MRD reports on WFP's performance in delivering effective and efficient programmes for beneficiaries and in building capacities.

Management Result 4.1 Appropriate and evidence-based programme responses

Outcome-level target achievement in closed projects

276. A business rule instituted for the Strategic Results Framework (2014–2017) requires all projects to set targets for outcome indicators at the design stage to indicate the level of performance expected, and report progress in meeting the targets.

277. In projects closed during 2016, WFP fully met targets for 55 percent of outcome indicators and made moderate progress for an additional 19 percent. This is a notable improvement from 2015 when less than 50 percent of targets were met.

Positive and stable trends in the majority of outcome indicators

278. In closed and ongoing operations, 68 percent of outcome indicators included in project log frames exhibited positive or stable trends during the year, compared with 61 percent in 2015. Some projects started in the second half of 2016, and will therefore require more time to showcase achievements at the outcome level.

279. WFP is often obliged to adjust programmes in the light of resource shortfalls by implementing actions that can affect outcomes, including reductions in ration size, population coverage or the duration of assistance, or even suspension of activities. The linkage between results and

resources, implemented as part of the IRM, will allow WFP to analyse the achievement of the results in a way that considers both the investments made in the specific outcome and performance against annualized, resource-based targets.

Implementing the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women

280. The United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP) provides a benchmark to assess gender-transformative progress by determining whether WFP approaches, meets or exceeds the 15 performance indicators of the Gender Mainstreaming Accountability Framework (GMAF). WFP's goal is to exceed the requirements for all 15 indicators. Figure 14 shows that WFP is now exceeding the requirements on 11 performance indicators, meeting three and approaching on one (gender parity).[57]

281. The WFP Gender Policy (2015–2020) and its related Gender Action Plan commit WFP to advancing gender equality across the work of the organization. The Gender Action Plan translates the four objectives of the Gender Policy into clear accountabilities and actions. The momentum for mainstreaming gender across WFP's operations is being maintained through implementation of the Gender Transformation Programme, adoption of the gender and age marker, refinement of a Participatory Gender Audit and application of the regional gender implementation strategies, and country office gender action plans.

Enhancing capacities for disaster risk reduction

282. Disasters are a leading cause of hunger, and most food-insecure people live in disaster-prone fragile environments. WFP remains actively engaged, supporting national governments to strengthen their disaster risk reduction policies with a focus on efforts to reduce food insecurity and malnutrition. In 2016, 79 percent of WFP country offices (62 offices) reported their countries had a national disaster risk reduction or management strategy, compared with 68 percent in 2015 and 72 percent in 2014. More than half of these had been introduced or updated in the last three years.

283. A major focus of the Sendai Framework calls for scaling up the implementation of disaster risk reduction at the sectoral level, a priority supported by WFP. To this end, 47 country offices (15 more than 2015) reported that disaster risk reduction is being integrated into national food security and agriculture sector policies, plans and programmes. WFP is acknowledged as directly contributing to the implementation of disaster risk reduction and management by government and partners in 51 country offices (65 percent). Most country offices report ongoing challenges in supporting disaster risk reduction or management at country level, but there are also considerable opportunities for WFP to continue or increase support to governments in this area.

Complaints and feedback mechanisms

284. In line with WFP's commitment to enhance its accountability to the people it serves by establishing effective complaint and feedback mechanisms, 71 percent of country offices report having set up such mechanisms on their own or with cooperating partners. This figure represents an increase from the 2014 baseline of 49 percent and indicates that progress is being made. In Turkey, for example, WFP established a new call centre and information hotline that is handling feedback and complaints relating to the organization's large Emergency Social Safety Net (ESSN) programme targeted at Syrian refugees. This approach is particularly suitable to the Turkish context, where Syrian refugees are highly dispersed in a largely off-camp setting and yet have very good access to mobile phones. In Darfur, WFP established complaint and feedback mechanisms in 39 camps for its internally displaced persons (IDPs) profiling exercise that aims to improve targeting to the most vulnerable and enhance accountability to affected populations.

[57] See also commentary under Management Result 1.2.

285. In 2016, WFP finalized its Strategy for Accountability to Affected Populations and related guidance manual. To provide further support to country offices, WFP is finalizing a light, practical toolkit for the design and implementation of complaints and feedback mechanisms.

Management Result 4.2 Alignment with government priorities and strengthened national capacities

Capacity development in alignment with national plans

286. In 2016, WFP continued to support capacity-development initiatives for preparedness and response in line with national priorities and WFP's mandate and areas of expertise, approving six[58] Immediate-Response Accounts for Preparedness (IR-PREPs) during the year. The main activities covered by the IR-PREPs were capacity strengthening, support to national governments in establishing coordination mechanisms at the national level, carrying out food security and nutrition assessments and re-implementing the Emergency Preparedness and Response Package (EPRP).

287. In 10 countries,[59] WFP supported national institutions' ability to prepare for, assess and respond to emergencies, as measured by the emergency preparedness capacity index (EPCI). Albeit reporting at outcome level for assessing longer-term results of institutional strengthening was limited, a high number of government staff received WFP technical assistance and training in emergency telecommunications, food security monitoring, programme implementation and policy development.

Difficulties in reporting on the QCPR indicator for capacity development

288. As noted in the APR for 2014, to date WFP has not introduced the QCPR indicator on funds invested in capacity development because its financial systems did not disaggregate capacity development from capacity augmentation. This issue should be addressed in 2017 as part of the new financial framework, which tracks four types of transfer modalities – food, CBTs, capacity strengthening and service delivery. Aggregation of transfer data as well as country-defined activities linked to standard corporate categories will enable WFP to report more comprehensively on its operations.

Management Result 4.3 Lessons learned and innovation strengthened

Planned evaluations managed by the Office of Evaluation exceeded target

289. Evaluations are a major source of evidence and contribute to learning and improvement in WFP. The target of 100 percent completion of a year's evaluations managed by the Office of Evaluation was again exceeded in 2016 with more evaluations completed than planned.

290. Evaluation reports in 2016 confirmed WFP's strengths in emergency response, which remained by far the major portion of its programme expenditure. They acknowledged WFP's confirmed ability to respond rapidly to large-scale sudden-onset emergencies, including the ability for rapid transition from developmental programming to emergency response, often in extremely challenging contexts.

291. Highly demanding emergency response often takes precedence over all other work. Some evaluations report this as positive, while others report that it has negative consequences for some chronic and protracted needs. There is room for better integration of emergency response with approaches that might contribute to sustainable hand-over strategies, but with slower returns. This challenge is noted prominently in the global evaluation of WFP's Policy on Capacity Development, which provided a timely assessment of progress concerning national capacity development in WFP's areas of proven expertise.

[58] The capacity-development initiatives were approved for Nigeria, Central African Republic and Armenia, and for the Johannesburg Regional Bureau.

[59] WFP supported national institutions in Afghanistan, Burundi, Cuba, Ecuador, Haiti, Lao People's Democratic Republic, the Niger, the State of Palestine, Sudan and Tajikistan.

292. WFP's value in providing a platform for common services in humanitarian response emerged quite strongly. The response to the Ebola crisis generated valuable new insights and experience regarding the potential for partnerships across sectors. It also revealed there are both possibilities and limitations when adapting WFP's tools and systems to respond to a major health crisis in collaboration with health system actors while also trying to meet food security needs.

293. Challenges in the evidence base for programme design were noted, acknowledging that WFP's transformative IRM has been designed to address them in the period of the new Strategic Plan (2017–2021). Findings on gender remain very mixed, from gender-blind to evidence of transformative gains emerging in five evaluations. Positive effects from their application of the Gender Policy (2015–2020) and its associated implementation tools were beginning to be visible in some countries.

294. The potential for success through the IRM is underpinned by WFP's staff. Ongoing strengthening of emergency rosters and rapid deployment systems as well as longer-term investment in mobilizing and developing national or sub-regional staff capacity for emergency response, supported by well-integrated knowledge management systems, should remain a priority.

295. The findings from selected evaluations are referenced where appropriate in the APR.

Decentralized evaluations

296. A number of activities continued throughout 2016 that aimed at strengthening the decentralized evaluation function. The decentralized evaluation quality assurance system (DEQAS) guidance has been piloted by the country offices – Bangladesh, Colombia, Kenya, Lao People's Democratic Republic, Mali, Nepal, Senegal and Zimbabwe. Kenya and Mali approved their decentralized evaluation reports by the end of 2016. Bangladesh, Lao People's Democratic Republic, Nepal, Senegal and Zimbabwe country offices are expected to do so in the second quarter of 2017. Field work in Colombia is expected to start in June 2017. Evaluation managers of these pilot decentralized evaluations will provide a feedback on the DEQAS guidance as well as various support systems and tools developed to inform further roll-out of the tool.

Regular lessons-learned exercises on emergencies

297. In line with its commitment to being a "learning organization" WFP carries out a lessons-learned exercise after each major emergency. In 2016, these included:

- a joint exercise with the World Health Organization, focused on the collaboration between the two agencies during the Ebola emergency response;
- a regional exercise on the response to the Ecuador earthquake;
- a corporate exercise for the southern Africa emergency response; and
- aligning the lessons learned methodology with the Gender Policy (2015–2020).

Management Result 4.3: Effective communication of programme results and advocacy

298. WFP communicates its programme results through:

- an SPR for each operational project, which reports on results at the output and outcome levels against the SRF;
- the APR, which presents aggregated information for WFP as a whole drawn from the SPRs; and
- engagement with the media, governments, the public, the private sector, decision-makers and opinion leaders.

Continued growth of media outreach

299. WFP used traditional and new media sources to promote WFP's work and reputation, and increased its use of digital media.

- In target markets,[60] WFP's work was referenced in more than 82,053 news clips, a 2.4 percent increase from 2015.

[60] Australia, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Norway, Sweden, the

- Globally, WFP's work was referenced in 148,484 news clips, a 27.5 percent increase from 2015.
- WFP's coverage was overwhelmingly positive ranging from 94 to 97.5 percent each quarter. Unfavourable coverage, mainly reports on looting, cuts in rations, or attacks on convoys averaged less than 1 percent.
- WFP continues to increase its online social presence. It had 3.6 million followers in 2016 on Facebook, Twitter and Google+, 30 percent higher than in 2015.
- WFP obtained media exposure worth millions of dollars on hunger issues and its key operations through pro bono advertising in mainstream media, cinemas, airport e-boards, metro screens and other public advertising space. Pro bono advertising in 2016 was valued at USD 13.8 million.

New brand and communication strategies

160. During 2016, WFP refreshed its brand and developed a new communications strategy. In line with the IRM, these key actions focus on empowering and supporting country offices and regional bureaux to develop and implement local communications strategies that support implementation of their specific country strategic plans.

Improving internal communication

161. Strong and effective internal communication is essential – WFP's ability to increase hunger awareness globally calls for ensuring that its own staff members understand the scope, complexity and activities of its work. In October 2016, WFP launched an updated intranet – WFPgo – which is easier to search and more accessible for staff. This has resulted in a 35 percent increase in visits and 4 percent increase in users. The number of searches has increased by 35 percent and there has been a 50 percent increase in page views of key information sources such as country pages.

Advocacy

162. The advocacy work done by WFP staff – to influence decision-makers, stakeholders and other audiences to support or implement actions that contribute to zero hunger – encompasses research, policy analysis, lobbying, communications and campaigning. While the Executive Director and other senior leaders are WFP's primary advocates through their direct engagement with governments and at various multi-stakeholder platforms, advocacy at the global, regional and national levels is guided by the communications and advocacy divisions.

163. Key elements and achievements of WFP's advocacy work in 2016 included:

- coordinated support of WFP's advocacy to end hunger on the occasion of major international events, which was achieved through the July update of the corporate advocacy framework, which outlines corporate positions and messages on key issues and is aligned with the new Strategic Plan;
- collaboration with the Rome-based agencies on the development of global indicators for the SDGs at the United Nations General Assembly and the High-Level Political Forum;
- participation by the Executive Director and other senior leaders in a range of side events promoting WFP's work during regular annual meetings such as the World Economic Forum and the United Nations General Assembly;
- work to establish an SDG 2 Advocacy Hub, a new initiative to coordinate global campaigning and advocacy in support of efforts to achieve zero hunger by 2030, which WFP anticipates will become a self-sustaining and independent organization with broad international membership, including WFP as a member; and
- leadership advocacy during the May 2016 World Humanitarian Summit.

164. During 2016, WFP sought to build advocacy partnerships with religious actors recognizing that the principles of humanity are central elements of all religious faiths. WFP launched its religious partnership with an address by His Holiness Pope Francis to the Executive Board in June 2016.

Netherlands, the United Kingdom, and the United States of America.

At the same time, WFP invited a group of religious scholars and leaders – representing all major faiths – to discuss how best to join forces to achieve zero hunger in the future. WFP will collaborate with faith-inspired organizations on joint advocacy, including a religious constituency within the new SDG 2 Advocacy Hub.

Management Results Dimension 5 – Accountability and Funding

Overall performance

305. This MRD reports on WFP's performance in terms of transparency and providing value for money and accountability for all its resources, and the extent to which the organization is fully funded.

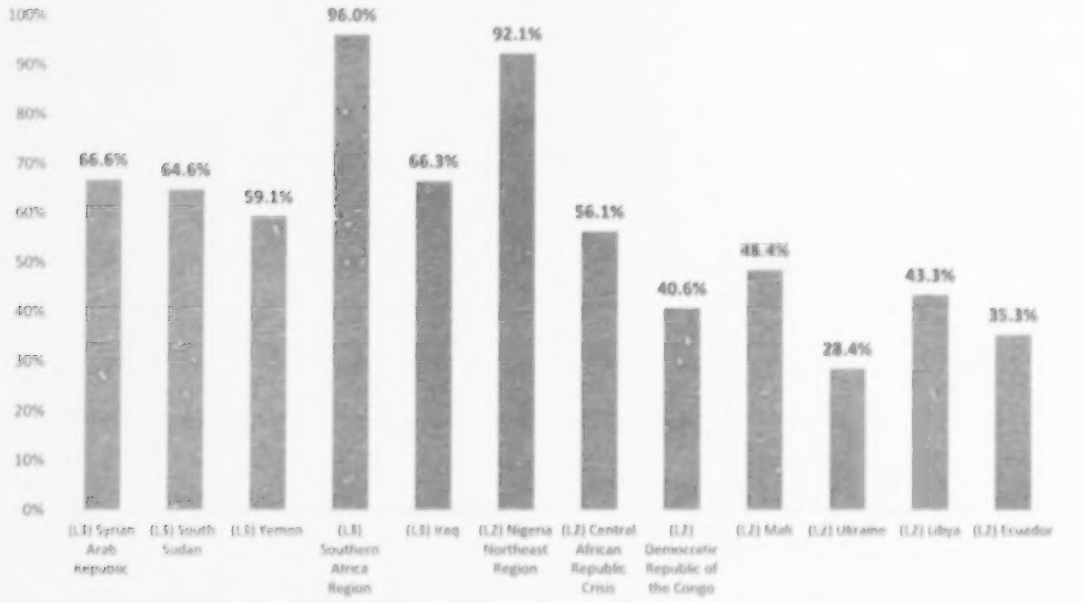
Management Result 5.1 Predictable, timely and flexible resources obtained

A record level of funding in 2016

306. In 2016, WFP received USD 5.8 billion in funding – a record level – in response to its 2016 programme of work estimated at USD 8.85 billion.

- Overall funding for Level 3 operations increased from 62 percent to 71 percent[61] of needs including an exceptional contribution by the Government of Germany towards WFP's operations in the Syrian Arab Republic.
- New high-profile Level 3 emergencies received clear focus from donors – the southern Africa emergency was 96 percent funded while 92 percent of needs were met in northeast Nigeria (Figure 15).
- Less than half of the needs of Level 2 operations – 47 percent – were funded, with Ukraine and Ecuador receiving only 28 and 35 percent of needs (Figure 15).
- USD 5.0 billion (85 percent of the total contributions) was provided by WFP's traditional top funding sources.
- Host government contributions increased by a notable 7 percent from USD 219 million to USD 233 million.

Figure 15: 2016 funding levels for countries with L2 and L3 emergencies, as a percentage of needs



[61] As of reporting date.

The continued fall of multilateral contributions

307. Multilateral contributions to WFP fell by USD 41 million, when compared to 2015, continuing the downward trend seen since 2014.

308. WFP continues to intensify visibility regarding multilateral allocations, including publishing regular monthly updates on the contributions and their utilization. Special efforts are being made to highlight the importance of multilateral contributions towards rapid and flexible interventions.

Availability of predictable, multi-year funds

309. Predictable funding allows WFP to establish more strategic partnerships with its donors and provides scope for better planning and ensuring a robust and secure commitment to the people WFP serves. Multi-year agreements are fundamental to ensuring continuity in WFP's operations by avoiding funding gaps and pipeline breaks, mitigating price volatility, and enabling procurement of commodities at beneficial market prices.

310. Multi-year contributions in 2016 totalled more than USD 500 million, representing 8 percent of total contributions received. Early in 2016, WFP had ongoing multi-year agreements with Australia, Belgium, Cambodia, Canada, the European Commission, Finland, Germany, Iceland, Ireland, Luxembourg, Monaco, Netherlands, New Zealand, the Niger, Republic of Korea, Sweden, Switzerland, United Kingdom, and the United States of America. New agreements were signed during 2016 with Canada, Denmark, Iceland, Norway, and the United Kingdom.

Use of trust funds in WFP

311. WFP tracks the level of expenditure under country and corporate-level trust funds against the annual budget allocations made. During 2016, expenditures represented 76 percent of allocations made, an increase from the 73 percent achieved in 2015.

312. Trust fund resources at the country office level aim to assist governments with the management and implementation of programmes aligned with WFP's Strategic Objectives. The main donors to country-specific trust funds are host governments, although governments of other countries and private foundations also contribute (see Part II of this report for a detailed commentary on these operational activities).

313. Corporate trust funds managed and coordinated by regional bureaux or Headquarter divisions contribute to capacity development for corporate priority areas such as emergency preparedness, CBTs, nutrition and innovations to support WFP's transformation. Some examples of corporate trust funds used in 2016 in the area of nutrition are the following.

- *Nutrition Capacity Strengthening Plan.* WFP used trust fund support to focus on developing three major areas: gender, knowledge management and nutrition in emergencies. The objective was to make sure nutrition is addressed in all parts and stages of WFP interventions.
- *Integration of Nutrition in HIV/TB and Safety Nets.* UNAIDS funding allowed WFP to strengthen the capacity of its own staff, its partners and governments, in order to improve the national food and nutrition response in the HIV context.
- *Renewed Efforts Against Child Hunger and Undernutrition (REACH).* WFP has consistently used trust fund resources to promote REACH activities at the country level. Support from one donor in 2016 allowed WFP to support such activities in four countries for a year.

Management Result 5.2 Strategic, transparent and efficient allocation of resources

313. WFP has increased the transparency and efficiency of resource allocation by:

- establishing rigorous internal processes for the Strategic Resource Allocation Committee's (SRAC) allocation of multilateral resources;
- using common indicators and results in the PSA budget in the Management Plan and the APR; and
- increasing the efficiency of internal project approval processes.

115. WFP achieved the 100 percent target for reviews of multilateral allocations to projects for approval by the Chair of the SRAC.[82] In 2016, USD 284.7 million in multilateral resources was allocated as follows: i) USD 97.4 million to emergency operations (EMOPs); ii) USD 161.1 million to protracted relief and recovery operations (PRROs); iii) USD 20.5 million to development projects; and iv) USD 5.7 million to special operations. The allocation to development projects was in line with the Board's policy that 90 percent of such funds are allocated to concentration[83] countries.

Management Result 5.3 Accountability frameworks enforced

Addressing oversight recommendations

116. WFP addresses all recommendations made by oversight bodies as promptly as possible, and reports to the Board on implementation of the recommendations made by the External Auditor, the Office of Evaluation and the Joint Inspection Unit (JIU). In 2016, WFP enhanced its analysis of oversight findings, and now conducts thematic and risk-based analysis quarterly. The results of the analysis are used to facilitate concrete and action-oriented discussions on priority oversight areas, linked to organizational risks, with the Audit Committee and Executive Management Group.

117. The target for action on internal audit recommendations is to reduce or maintain a stable level of recommendations that remain outstanding at the end of a year – in comparison with the previous year – to avoid accumulating backlogs. WFP met this target in 2016: the number of recommendations outstanding on 31 December 2016 was 169 – the same as in 2015.

118. WFP provided a joint update by management and the Office of the Inspector General on the Anti-Fraud and Anti-Corruption Policy at the Executive Board's First Session in February 2017. The update highlighted WFP's enhanced efforts to counter fraud and corruption since the policy's approval in May 2015, and outlined future developments. In 2017, WFP will establish a management-side Anti-Fraud and Anti-Corruption or "AFAC" management function to complement the independent activities carried out by the Office of the Inspector General, which will also comprise an element of second-line stewardship. The function is envisioned as a coordinating function which will promote awareness of counter-fraud controls and help build up skills and capacity among operational managers and those who oversee programme implementation to reinforce capacity in the management chain to prevent and detect fraud. The preliminary concept of the function's purpose and activities will be refined to target areas where risks are the most significant, informed by the results of an Inspector General and Oversight Office (OIG) fraud risk analysis and resilience review, which is under way.

119. In line with its commitment to a proactive approach to countering fraud, WFP piloted the use of proactive integrity reviews (PIRs) in 2016 as a tool to examine WFP's business processes or operations to assess their susceptibility to fraud, corruption and/or other wrongdoings. Through the PIRs, WFP identified a number of weaknesses in management oversight and internal control lapses in procurement and other functions, all of which have been or are being addressed and some of which led to formal investigations.

Internal control and risk management

120. All managers completed an assurance statement at the end of 2016 about the effectiveness of internal controls and financial management in the office or division for which they were responsible. This enabled the Executive Director to sign a statement affirming the effectiveness of internal controls along with the annual Financial Statements. WFP is one of nine United Nations organizations providing this added assurance for its stakeholders. In the 2016 statement the Executive Director drew attention to two issues arising during the year:

- Some country offices classified as hardship duty stations experienced challenges in attracting and retaining qualified staff, particularly in conflict areas. In other cases, inadequate staff skills were attributed to lack of training that resulted from insufficient

[82] The SRAC provides oversight of, and recommendations to the Executive Director, on resource allocations activities.

[83] This policy stems from the Board's 2003 decision (WFP/EB.3/2003/4-A/1) to provide at least 90 percent of WFP's development assistance to low-income food-deficit countries, confirmed in subsequent documents.

funds. Over-reliance on short-term staff resulted in high turn over and gaps in knowledge retention.

- There is a need to strengthen enterprise risk management (ERM) processes in some country offices and Headquarter divisions.

WFP will address both these issues during 2017.

121. WFP uses a composite indicator to measure the extent to which country offices have three key elements of internal control in place: an annual performance plan, a risk register, and an emergency preparedness and response package. In 2016, 86 percent of offices had all three elements in place compared with 87 percent in 2015. This can be attributed to the EPRP being implemented but not updated in some country offices, mainly because of pressure generated by the emergency workload. In 2017, WFP will increase follow up on the updating of the EPRP in country offices.

Personal performance and competency assessments

122. The Performance and Competency Enhancement (PACE) programme is WFP's performance-assessment tool and a driver of many career decisions. In 2011, only 50 percent of staff had completed PACE by the due date, but actions in the past five years to improve the timeliness and quality of PACE led to an 89 percent completion by the deadline in 2016.[64] In terms of timeliness, this distinguishes WFP as one of the top performing United Nations organizations.

123. In 2016, WFP became one of the first United Nations agencies to include consultants, short-term staff and United Nations volunteers under a shared approach to individual performance management. This has enabled consistent performance standards for different types of contracts, and stronger performance throughout WFP.

Dealing with underperformance

124. Addressing underperformance is a fundamental component of performance management and a frequent area for improvement in United Nations agencies, funds and programmes. In May 2016, WFP introduced a new underperformance framework to streamline the process and provide managers and staff with the tools to address performance issues early and more effectively.

125. During 2016, WFP also reviewed and updated the capability model in the performance management process, updating both the core and functional capabilities for all staff members. This has been an important effort to foster alignment and the continuous improvement of the performance of WFP staff.

Management Result 5.4 Effective management of resources demonstrated	

Post-delivery food losses

126. Post-delivery losses were below the 2 percent target in 2016. Of the 4.2 million mt of food handled, 20,468 mt – 0.48 percent – were recorded as post-delivery losses in 2016, an increase from 0.36 percent in 2015.

Low levels of unspent project balances

127. A major indicator of effective management of resources in WFP projects is the extent to which projects have significant unspent balances at closure that must be returned to donors or reprogrammed. With regard to projects closed during 2016 for which final special project reports were issued, unspent balances amounted to 0.38 percent of confirmed contributions, less than in 2015.

[64] The final compliance rates (beyond the deadline) for 2014 and 2015 eventually reached 97 percent and 96 percent respectively and the 2016 rate is expected to be similar. These figures are among the highest for United Nations agencies and reflect the continued focus WFP is placing on performance management.

Reducing greenhouse gas emissions

328. WFP is committed to reducing its greenhouse gas emissions – but it must also respond to the humanitarian needs it faces. WFP's greenhouse gas footprint is calculated retrospectively, so this APR reports on the 2015 footprint. As in 2014, WFP was forced to rely heavily on aircraft to deliver food and supplies in the largest Level 3 emergencies. In South Sudan, air operations alone accounted for 55 percent of global emissions, while the aviation component of the Nepal earthquake response contributed to a ninefold increase from its 2014 footprint total. The opening of humanitarian transport corridors between Sudan and South Sudan in 2014 has reduced reliance on airlifts and airdrops to Upper Nile State in South Sudan. WFP is exploring options to open additional corridors between the two nations, which could save tens of millions of dollars in fuel and air operations costs.

329. The impact of these operations is that WFP's 2015 greenhouse gas footprint was 133 percent above the 2008 baseline, and 17 percent higher than the previous year. If the Level 3 emergencies requiring heavy use of aircraft were excluded, WFP's emissions would have been on par with the 2008 baseline.

330. Elsewhere across its operations, WFP continues to make steady inroads into reducing emissions. Total emissions from commercial flights fell by 2 percent compared with 2014 and WFP continues to encourage teleconferencing to reduce non-essential flights. Through the Energy Efficiency Programme, energy audits of WFP's largest facilities play an important role in identifying low-cost energy saving opportunities and sites where investment in renewable energy-systems would be practical and cost-effective.

331. Recognizing that WFP's life-saving actions still carry a climate cost, WFP purchased high-quality certified carbon credits from the adaptation fund of the United Nations Framework Convention on Climate Change to offset likely emissions in 2015 and 2016.

PART IV – LOOKING FORWARD

The final section of the report foreshadows the efforts and challenges for WFP going forward. Nearly half way through 2017, there are no signs that the needs generated by complex conflicts and climate-driven emergencies will reduce to any degree during the year. There is also little likelihood of a major reduction in the number of refugees from its historic levels. Large movements of people will continue or possibly increase because of violent conflict, poverty, inequality, climate change, disasters and environmental degradation. WFP will continue to follow a twin-track approach, addressing the immediate suffering of people caught up in conflict and climate-related emergencies while laying the basis for eradicating hunger in the longer term.

The high risk of famine

332. Four areas of the world – northeast Nigeria, Somalia, South Sudan and Yemen – are in danger of famine. WFP is using its early warning tools to raise the alarm about potential crises before they take hold:

- In northeast Nigeria, in areas affected by the Boko Haram insurgency, 4.7 million people are facing hunger, of whom 1.8 million require emergency assistance. In November, together with UNICEF and NGO partners, WFP successfully scaled up its response, and by April 2017 it was reaching more than 1.1million people per month.
- In Somalia, lack of rains late in 2016 created conditions in which nearly 3 million people require urgent life-saving assistance. Avoiding a repeat of 2011, when the humanitarian community was late to warn of impending famine, WFP sounded the alarm early to avoid another catastrophe.
- In Yemen, which is now the world's fastest growing food emergency crisis, the latest emergency food security and nutrition assessment, conducted during the last quarter of 2016, found that 65 percent of households are food-insecure, and an additional 30 percent are severely food-insecure. WFP succeeded in reaching 7 million people in 2016 despite the significant operational challenges caused by the ongoing conflict. However, funding shortfalls forced WFP to cut rations to just 35 percent in January and February 2017. Failure to acquire the funds needed to scale up WFP's efforts and reach people in need will result in a hunger catastrophe in Yemen.
- In South Sudan, where the immense security and logistics obstacles include a deteriorating security environment and staff evacuations, WFP provided 4 million people with food and nutrition assistance in 2016. However, lack of humanitarian access in Unity State leaves this war's most vulnerable victims facing hunger and catastrophe.

Implementing the Integrated Road Map

333. In November 2016, the Executive Board approved the four elements of the IRM – the WFP Strategic Plan (2017–2021), the Policy on Country Strategic Plans, the Financial Framework Review and the Corporate Results Framework. The IRM strengthens WFP's contribution to bridging the humanitarian–development divide by shifting from a project-based to a portfolio-based approach to the design and delivery of food assistance in a country. Implementation of the IRM will leave country offices better positioned to support the countries in which WFP operates, through greater emphasis on maximizing and measuring results.

- Development of a CSP is guided by an open and consultative country-led and -owned zero hunger strategic review. The review provides a comprehensive analysis of the challenges the country will face in achieving zero hunger by 2030, based on extensive analysis and consultations with a wide range of stakeholders, including governments, civil society, the private sector, donors and international organizations. CSPs foster greater collaboration because they are framed around Strategic Outcomes and Results that can only be achieved through cooperation among multiple actors. CSPs informed by national zero hunger strategic reviews should ensure the alignment of WFP operations with national priorities to achieve food security and nutrition.

- Under exceptional circumstances, the Executive Director may submit an interim CSP (ICSP) with a duration of up to three years for Board approval. ICSPs are used when a CSP informed by a zero hunger strategic review has not been completed because of ongoing conflict or instability that undermines governance, including the functioning of national institutions. ICSPs are based on existing strategies, studies, assessments – including joint needs assessments – analysis and data.
- Most country offices will transition to the IRM framework by 1 January 2018, through a CSP, an ICSP or a transitional-ICSP (T-ICSP). Where necessary, T-ICSPs will bridge the gap to the start of a CSP or an ICSP and may last up to 18 months. A limited number of country offices will, on an exceptional basis, continue implementing projects under the current system in 2018 while working to transition to the IRM framework by no later than January 2019.
- The CRF will be implemented as part of the CSP framework. Country offices presenting their CSPs for Board approval submit accompanying pilot logical frameworks aligned with the CRF.
- The country portfolio budget structure, approved as part of the Financial Framework Review, will demonstrate the relevance, performance and impact of WFP's work by creating a "line of sight" that links planning and budgeting, implementation and resources obtained to results achieved. The new structure will be implemented as part of the CSP framework. Thus, by the end of 2017, all country offices will have transitioned to a country portfolio budget as part of their CSPs or ICSPs.

334. The core elements of the implementation timeline include the Strategic Plan (2017–2021), CSPs, the CRF and the country portfolio budget:

- *Strategic Plan (2017–2021).* The new Strategic Plan took effect in January 2017.
- *CSPs.* A first wave of eight CSPs was approved by the Board in February 2017[65] and it is expected that countries will continue to develop and submit their CSPs or ICSPs until mid-2019.
- Testing of the IT system design solution for WINGS, to support the country portfolio budget structure, was completed in the first quarter of 2017 and the system solution "went live" in March. The Secretariat expects that the system solution will be refined based on lessons learned from the pilots.
- *CRF.* The new CRF went into effect in January 2017 and is being implemented through the adoption of new CSPs.
- *Country portfolio budget.* The country portfolio budget structure, approved as part of the Financial Framework Review in 2016, will be implemented within the new CSP framework.

335. Piloting, learning and transformation will continue throughout the rest of 2017. Specifically, WFP will:

- monitor the implementation of CSPs to capture and communicate lessons learned and refine the programmatic and financial frameworks based on CSP implementation;
- draft the proposed amendments needed for WFP's General Rules and Financial Regulations to support implementation of the revised programme and financial frameworks, including proposals regarding budgetary thresholds for delegations of authority;
- complete testing of the IT system designed to support the country portfolio budget structure; and
- discuss lessons learned and proposed changes with the Board.

336. To ensure operational continuity and capture lessons learned, there will be two layers of support for country offices on IRM implementation:

- The regional bureaux will coordinate the scheduling of CSPs/ICSPs in their regions and monitor timely preparation, while a dedicated support team will provide strategic and technical guidance and support.

[65] The eight CSPs approved were for Bangladesh, China, Colombia, Ecuador, El Salvador, Indonesia, Lao People's Democratic Republic and Zimbabwe.

- A technical team at Headquarters will continue producing guidance for the transition while creating targeted learning and development opportunities for the staff and units most directly affected by IRM implementation.

Strengthening Risk Management and Internal Controls

337. Following the 2015 approval of the revised Enterprise Risk Management Policy by the Board, WFP updated its risk appetite statement in early 2016, in consultation with the Board. The statement broadly describes the level of risk that donors and management are prepared to accept in the pursuit of WFP's Strategic Objectives and in line with its humanitarian imperative.

338. The 2016 annual assurance opinion of the Office of the Inspector General highlighted the need for strengthening organizational risk assessment and management processes, tools and guidance, including assessment of potential fraud, and ensuring that they are embedded in WFP's day-to-day processes.

339. WFP's efforts in 2017 will focus on: i) strengthening the ownership and management of risks at the implementation level – the "first line of defence"; and ii) enhancing the monitoring of risks and internal controls in support of management – the "second line of defence". WFP has initiated a review of options for an integrated platform that can support development of dashboards for country-level management, facilitate the registration and tracking of recommendations against risks for the second line of defence, and register and track audit findings.

340. Retooling the suite of thresholds and metrics in the risk appetite statement and promoting open and transparent discussions on the risks inherent in operations will remain part of the dialogue with donors and partners.

Implementing the new Nutrition Policy

341. "Improve Nutrition", WFP's new Nutrition Policy (2017–2021),[66] includes an expanded focus on nutrition-sensitive programming, while ensuring that all WFP programme areas include clear nutrition objectives. WFP recognizes that CBTs, school feeding, smallholder farmer initiatives, and social protection and safety nets can all be platforms for reaching nutritionally vulnerable groups. In 2017 WFP will:

- continue to strengthen the direct delivery of programmes that both treat and prevent malnutrition, while increasing its attention to resilience-building and stunting prevention in longer-term humanitarian and development actions, focusing on promoting diverse and healthy diets that meet, but do not exceed, the nutrient needs of women, children and other vulnerable groups;
- address the double burden of undernutrition and overweight/obesity where both forms of malnutrition exist in low- and middle-income countries;
- support the shift towards preventing malnutrition by implementing more advanced situation analysis tools, while new approaches, such as the Fill the Nutrient Gap tool, help to identify optimal nutrition interventions and foster collaboration among sectors;
- help to strengthen nutrition-sensitive food value chains – from agricultural production, processing and retailing to consumption – by expanding partnerships with national governments and other actors able to support agriculture and health systems and deliver water, sanitation and hygiene interventions; and
- boost nutrition capacity through a new Nutrition Learning Academy, which will give staff and partners the opportunity to develop skills related to nutrition programming and policy and will leverage South–South and triangular cooperation to develop these skills.

Staffing Priorities for 2017

342. During 2017, WFP will focus on three critical staffing priorities: i) ensuring that country offices have the skilled staff they need to implement the IRM; ii) getting the right people where they are needed in a timely manner; and iii) improving staff skills and effectiveness.

[66] WFP/EB.1/2017/4-C.